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The relationship between the perceived organizational behavior capabilities of senior Navy medical executives and their reported organizational behavior requirements

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NAVAL POSTGRADUATE SCHOOL
Monterey, California

THESIS

THE RELATIONSHIP BETWEEN THE PERCEIVED
ORGANIZATIONAL BEHAVIOR CAPABILITIES OF
SENIOR NAVY MEDICAL DEPARTMENT
EXECUTIVES AND THEIR REPORTED
ORGANIZATIONAL BEHAVIOR REQUIREMENTS

by

Dean E. Craft

March 1994

Thesis Co-Advisor: Benjamin J. Roberts
Thesis Co-Advisor: Alice M. Crawford

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The Bureau of Medicine and Surgery (BUMED) contracted with the Naval Postgraduate School to identify the competencies required to effectively manage military treatment facilities (MTF) and to later design and implement an effective executive management education (EME) program. Eighty semi-structured, in-depth interviews were conducted with senior medical department executives from 11 health MTFs with the goal of distinguishing these competencies. The information gathered from these interviews lead to the development of a survey instrument that was mailed to 720 senior Navy Medical officers. The intent of the survey was to identify the perceived current level of skill and the perceived required level of skill of these officers across 60 different survey items. The gaps, or deltas, between these two perceptions imply areas of performance that could be enhanced by the EME program. This thesis provides an analysis of the survey responses associated with organizational behavior with respect to the respondents' corps, rank, position held, years of managerial experience, and short course experience. Significant differences among these cohorts indicate areas of organizational behavior that may require further study or inclusion in the EME program.

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The Relationship Between the Perceived Organizational
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and Their Reported Organizational Behavior Requirements

by

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ABSTRACT

The Bureau of Medicine and Surgery (BUMED) contracted with the Naval Postgraduate School to identify the competencies required to effectively manage military treatment facilities (MTF) and to later design and implement an effective executive management education (EME) program. Eighty semi-structured, in-depth interviews were conducted with senior medical department executives from 11 health MTFs with the goal of distinguishing these competencies. The information gathered from these interviews lead to the development of a survey instrument that was mailed to 720 senior Navy Medical officers. The intent of the survey was to identify the perceived current level of skill and the perceived required level of skill of these officers across 60 different survey items. The gaps, or deltas, between these two perceptions imply areas of performance that could be enhanced by the EME program. This thesis provides an analysis of the survey responses associated with organizational behavior with respect to the respondents' corps, rank, position held, years of managerial experience, gender, and short course experience. Significant differences among these cohorts indicate areas of organizational behavior that may require further study or inclusion in the EME program.

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I. INTRODUCTION

Health care in the United States, both governmental and private, has entered a transformational era. Health care expenditures grew from 4.4 percent of the gross domestic product (GDP) in 1950 to 11.1 percent in 1987, a rate that significantly exceeded growth in the consumer price index. Fears about the rising cost of health care caused the government to institute legislation such as the Health Planning and Resource Development Act of 1974 which helped to slow the rate of increase in hospital costs from about 2 to 3 percent per year. A sixteen-fold increase in Medicare expenditures and a six-fold increase in Medicaid expenditures from 1966 to 1986 lead to further cost-containment legislation with the Medicare Prospective Payment System (PPS) of 1983. PPS set predetermined fixed payment levels for 468 diagnosis-related groups (DRG) and provided the first nationwide incentive for hospitals to contain costs and perform efficiently. [Ref. 26:p. 3-6]

Despite these efforts health care costs continued to escalate. From 1985-1990, Medicaid expenditures grew annually at a rate of about 13 percent. In 1991, however, that rate nearly doubled to 28 percent and then grew another 30 percent in 1992. Congressional budget estimates indicate an increase of 82 percent in Medicaid costs and a corresponding 77 percent

increase in Medicare costs from 1994 through 1998. This trend caused the Congressional Quarterly to report that the biggest potentially controllable cause of deficits is runaway spending for entitlement programs and that the biggest entitlement programs are *Medicare* and *Medicaid*. [Ref. 27:p. 8]

Rising costs, patient concern over quality, an aging population, heightened societal involvement in individual entitlements, and increased government involvement in delivery standards and cost containment have created a rapidly evolving medical environment. As a result, medical executives face an ever increasing number of complex managerial issues that require them to continually expand and refine their professional skill and managerial expertise in an effort to effectively meet these new challenges.

This crisis is not faced by private and not-for-profit medical institutions alone. Senior Navy Medical Department executives are also operating in an environment of enhanced organizational pressures. *The Base Realignment and Closure process, continuing congressional interest, implementation of the Coordinated Care Program, sophisticated management information technologies, and various Department of Defense (DoD) initiatives contribute additional managerial challenges* for the military medical executive. [Ref. 1:p. 1] These military care providers have demonstrated exceptional clinical skills within their specialties but have little or no formal

training in the skills necessary to effectively handle complex managerial issues.

A. BACKGROUND

As a result of the 1982 Navy Inspector General inspection, the Vice Chief of Naval Operations directed that a formal education program and command development process for medical department officers be established. This lead to the development of two short courses that would allow Medical Department officers to receive leadership training at critical points in their careers: A Leadership Management Education and Training (LMET) course (now called NAVLEAD) for division officers, department heads, and Commanding Officers (CO); and a basic management development (MANDEV) course for health care providers in first level management jobs. Each short course lasted two weeks and was designed to enhance the leadership and managerial skills of participating officers.

Immediate weaknesses surfaced, however. LMET (NAVLEAD) proved to be sufficient in providing basic managerial skills but failed to equip senior medical executives with the requisite tools to effectively adapt with the changing environment around them. The Navy's Bureau of Medicine and Surgery (BUMED) emphasis on short course completion competed with the medical executive's other professional commitments such as continuing education requirements and providing medical care. The lack of a formal evaluation system of the short courses or private executive development programs

degraded their overall effectiveness. Finally, the absence of a career pipeline left the decision of who should attend what course up to the individual commands based on personnel levels and operational commitments, not on the needs of the position being filled. Though steps were made in the right direction, they were insufficient in fulfilling the direction of the Vice Chief of Naval Operations. [Ref. 2:p. 29]

In 1987, management training deficiencies were again noted. The lack of definition of knowledge, skills, and abilities and the demands of the environmental change for each management level throughout the Medical Department were specifically cited for the limited effectiveness of current management training. [Ref. 2:p. 29] This resulted in the Secretary of the Navy, in conjunction with the Chief of Naval Operations, establishing the Medical Blue Ribbon Panel (BRP) in May of 1988 to recommend actions that would improve the Navy Medical Department's effectiveness in the highly complex and dynamic health care environment. Some of the findings of the BRP were that "Navy Medicine does not properly prepare individuals for command/key management positions nor does it provide a formal command preparation pipeline" [Ref. 2:p. ES-12] so evident in other naval communities. To rectify this, the BRP suggested that Navy Medicine develop leadership/management skills and training requirements for a formal command development process and to establish career paths for leadership positions to [acquire] needed experience.

In Section 8096 of the fiscal year 1992 and 1993 Department of Defense Appropriations Act, the need for military health care executives to refine their professional expertise and managerial knowledge, skills, and abilities was formalized. The act states that "none of the funds appropriated in this Act may be used to fill the commander's position at any military medical facility with a health care professional unless the prospective candidate can demonstrate professional administrative skills." [Ref. 1:p. 1] In compliance with this requirement, the Assistant Secretary of Defense (Health Affairs) convened a task force to conduct an extensive review of civilian and military health care administrative practices, and to identify the unique needs for military commanders. The report of the task force, "Administrative Skill Qualifications for Command of Medical Facilities Task Force", was released in 1992 by Schwartz and Cox and included a comprehensive list of the knowledge requirements for executive managers of military medical treatment facilities (MTF). [Ref. 1: p. 1]

The Navy in turn initiated its own study in an effort to ensure that the specific needs of its Medical Department executives were met. This resulted in BUMED contracting with the Naval Postgraduate School (NPS) for an executive development program that will ensure that current and future military treatment facility leaders successfully meet the

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management challenges associated with the delivery of effective and efficient health care.

B. NEEDS ASSESSMENT

In an effort to fulfill the requests of BUMED, a team of faculty members from NPS conducted a needs assessment "in order to identify the unique managerial requirements for Navy medical executives." [Ref. 1:p. 2] The data for this assessment were obtained from a survey developed from 80 semi-structured field interviews conducted with senior medical department executives during June and July of 1992. Once completed, the survey was field tested, revised and sent to approximately 720 senior medical department executives, 476 of which responded. (For the purpose of survey distribution, senior executives were defined as all individuals in positions of executive management at medical treatment facilities (e.g., commanding officers(CO'S), executive officers (XO's) and directors), individuals who formerly held these positions, and to the extent possible, prospective CO's and XO's.) The purpose of the survey was to validate the primary areas of needs identified during the semi-structured interviews and to define the various competency levels that exist across the individual executives. This validation is considered critical to the needs assessment process because individual executives identified significant deficiencies in their education and knowledge for management positions. The results of the survey and the subsequent analysis serve as the foundation for the

Navy's Executive Management Education (EME) Program for health care executives. [Ref. 1:p. 3]

An initial analysis of the survey data was conducted by John R. Morrison [Ref. 3] and presented in his masters thesis entitled "The Relationship Between the Perceived Executive Management Capabilities of Senior Navy Medical Department Executives and Their Reported Managerial Requirements" published in June of 1993. Morrison and the affiliated NPS faculty members took the 60 items from the survey instrument and grouped them into eight very broad categories suggested by the interview data. Those categories are as follows:

1. Financial/Resource Management
2. Program Planning and Evaluation
3. Decision Making/Problem Solving
4. Legal Issues
5. Operational Management Issues
6. Organizational Behavior
7. Personnel and Human Resources Management
8. Communications

Morrison analyzed the perceived skills necessary for effective and efficient functioning as health care executives within Navy Medicine across these eight categories. His analysis showed that nearly every respondent has self reported "holes" in their educational or knowledge preparation for future managerial demands. [Ref. 3:p. 6]

C. SCOPE OF THESIS

The process of developing an executive development program for executives within the Navy Medical Department provides many opportunities for research. However, the process itself is incremental, progressing from the initial needs assessment through requirement identification to program development and delivery. While existing research has looked at the eight broad categories of the survey instrument, an area that has not been examined is the set of issues related to organizational behavior. This thesis will be confined to an analysis and discussion of these issues based on the responses obtained from the survey. This analysis will further identify and isolate significant trends in perceived executive management organizational behavior requirements and skill levels.

The benefits of this research will be immediate. The organizational behavior data description and analysis will assist the NPS BUMED Project Team and future thesis students in developing and implementing the organizational behavior components of an EME program for senior executives in the Navy Medical Department. This program will significantly increase the effectiveness of leadership within Navy Medicine and help in providing cost-effective health care to beneficiaries in the future.

D. RESEARCH QUESTIONS

In an effort to build on existing research, this thesis will address the following questions:

1. What are the current and required organizational behavior skill levels for all survey respondents?

2. What are the current and required organizational behavior skill levels by corps, rank, position held, and years in a managerial position? Are there statistically significant differences within corps, rank, position held, and years in a managerial position?

3. What are the current and required organizational behavior skill levels for those who have attended any DoN short courses? Does short course training effect current and required organizational behavior skill level perceptions? Are there statistically significant differences within corps, rank, position held, and years in a managerial position? Are there statistically significant differences between those who have taken DoN short courses and those who have not?

E. ORGANIZATION OF THESIS

Chapter II provides a literature review of pertinent executive management material with an emphasis on organizational behavior requirements. Chapter III presents the methodology followed in the analysis of the organizational behavior responses of the survey instrument and provides an outline of the survey population. Chapter IV illustrates the results obtained and their subsequent analysis. Conclusions and Recommendations are provided in Chapter V.

II. LITERATURE REVIEW

This chapter provides a review of the literature pertinent to the effective development of health care executives as they transition from the functional specialist to the hospital administrator. Also, in accordance with the scope of this thesis, this chapter discusses the specific requirements for organizational behavior training and education necessary to ease that transition.

Time and again, individual Naval officers have proven themselves professionally competent and highly intelligent in their chosen fields but have failed to achieve the desired results once elevated to a position of senior medical executive responsibility. This trend is reflected in other technical fields as well (e.g., engineering) as individuals of high job effectiveness cannot always make a successful transition into management. Bellows, Gilson, and Odiorne suggested that this trend is not so much a reflection of the inabilities of the individual executives but on the lack of exposure these individuals have to "executive education." Their research of executives at all levels of business and industry in 1962 determined *over 30 years ago* that:

> ...training executives in highly specific occupational skills is narrow and inadequate....Young [future] executives may well learn to relate their knowledge, information, and thinking to forces that are more basic and to [an] environment that is broader than the mechanics of today's work. Thus, the premise is that the training

of executives should be in the arts of generalization, rather than specialization...and that greater emphasis [be placed] upon the behavioral sciences. [Ref. 6:p. v]

It is recognized that the highly specialized training and education these health care providers receive and apply throughout their careers is crucial to the continued availability of adequate medical services; this training and education does not, however, translate into the skills required for the role of executive. Mark Bloomberg effectively addressed this with the appropriate analogy of a clinical symposium. Bloomberg accurately states that "a discussion about new surgical techniques makes more sense if you have a working knowledge of current surgical techniques and how these new ones differ, and that it is the same in the discipline of management. It can be hard to comprehend what one is missing if one is not grounded in the basic nomenclature and techniques of the field (of management)[Ref. 7:p. 1-2]." Physicians, nurses, and other associated health care personnel require certain skills and accreditations to practice their trade. The same can be said to hold true for the medical executive if he or she is to be able to perform in an efficient and effective manner.

The lack of formal education for physicians in management and the subsequent impact on executive performance was further exacerbated in years past by the perceived motivations they had for being in executive positions. David Kindig states that physicians in administrative positions "were often there

on assignment because someone had to do it; were often burned out from practice or in a pre-retirement phase; had little, if any, management education; and confined their activities to working with the medical staff , interns, and residents, with perhaps some involvement in the quality assurance program [Ref. 8:p. 1]." In today's rapidly evolving and turbulent medical environment, it is realized that more of a commitment is required from those who serve in positions of medical leadership if the complex issues facing the health care industry are to resolved.

Fortunately, these characteristics have changed and the motivations for physicians in management have hopefully become more activist. Blanton suggests that "physicians have been forced to seek managerial positions in order to influence the management of the hospital because of their responsibility and legal liability to patients and because of their need to control the use of their time [Ref. 9:p. 15-21]." Others, such as Shortell, are concerned that the consolidation of clinical and administrative decision making into a single position is an attempt by the physician to reassert professional power in the changing health care industry [Ref. 10:p. 96-107]. Kindig, however, states more positively that today's health care managers enter management for the "desire to have a broad impact on health care delivery and quality of patient care and the general enjoyment of management [Ref. 8:p. 1]." A survey of 361 physicians in executive roles,

conducted by Physician Executive in 1992, supports this
position by indicating that:

> ...the single most important factor influencing...
> physician executives in choosing a management career was
> the perceived opportunity for leadership to a medical
> organization...[and that] they assumed larger roles in
> management because of a desire to have a greater influence
> on organizational policies and because they perceived a
> need for more physician direction in the organization.
> [Ref. 11:p. 4]

For this more altruistic era of physician executives to be
effective, however, the reliance on time-worn methods of
executive development are grossly inadequate to meet the
increasing demands of the future. In the past, "the art or
skill of being a boss (in business organizations) had been
acquired by an informal sort of learning by observation and
association [Ref 12:p. 1]." Paralleling this in the medical
community was the belief that physicians who became executives
without formal preparation in administration would learn the
required knowledge and skills through observation of role
models. These role models were often other elevated
physicians or administrators with whom the physician-executive
worked and the process of learning was usually a long slow one
of trial and error [Ref. 13:p. 163].

This system is no longer sufficient in light of the
rapidly evolving medical system and the diverse managerial
concerns faced by its executives. To successfully address
such complex issues as cost containment, changing population
demographics, and the increasing significance of such diverse
stakeholders as the government, the general public, special

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interest groups, and professional associations, medical executives need the opportunity to continually expand and refine their professional skill and managerial expertise [Ref. 14:p. 528-529]. It is the goal and responsibility of an effective executive management education program to provide such an opportunity.

During his research, Peter Drucker realized that effective executives differ in almost every way that distinguishes human beings but that they shared the common ability to get things done. This ability rested on the executives, whether they be in business, government, or hospital administration, following a common set of "practices" that when not adhered to, resulted in ineffective management. The common practices Drucker observed in 1966 for effective executives were as follows:

1. They know where their time goes. They work systematically at managing the little of their time that can be brought under their control.

2. Effective executives focus on outward contribution. They gear their efforts to results rather than to work.

3. Effective executives build on strengths-their own strengths, the strengths of their superiors, colleagues, and subordinates; and on the strengths in the situation, that is, on what they can do.

4. Effective executives concentrate on the few major areas where superior performance will produce outstanding results. They force themselves to set priorities and stay with their priority decisions.

5. Effective executives, finally, make effective decisions...based on the right strategy rather than razzle-dazzle tactics. They know that an effective decision is always a judgement based on "dissenting opinions" rather than on a "consensus of facts." [Ref. 15:p. 23-24]

Since these "practices" were observed across all positions of executive responsibility, one can conclude that they are universal and that they apply across occupational or organizational boundaries. This universality of effective management characteristics was reiterated and broadened eight years later by Katz when he cited the following three areas of skills managers must have to perform the basic functions of management:

1. Technical skills--the ability to use specific knowledge, techniques, or methods

2. People skills--the ability to understand, motivate, and get along with people

3. Conceptual skills--the ability to comprehend abstract ideas and apply them in specific situations [Ref. 16:p. 8]

Alan Sheldon then extended this universality to the health care industry in 1975 by stating that "despite minor differences...there is not that much difference between a manager in the health field, whether he be a physician or not, and a manager in industry [Ref. 17:p. 354]."

Just as there are proponents for the extension of generic management principles into the field of health care, however, there are those who consider the medical industry to be significantly different from other forms of industry. Gelmon and Mickevicius noted in their examination of physicians in managerial/administrative position that physician executives share many of the characteristics and responsibilities of managers in complex, highly structured organizations in other environments but that a complicating factor was the very

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nature of the "product" the health care delivery system strives to provide [Ref. 18:p. 55-56]. The characteristics of this "product" that make the health care industry unique according to Charles Austin are: individualized service, professionalism, extreme complexity, a wide range of delivery facilities, and financial reimbursement arrangements [Ref. 17:p. 354]. Though potentially evident in other industries in varying degrees, Austin maintains that only in the health care arena will all five factors be prevalent at once, thus making it a unique field.

Furthering the argument that the health care industry faces challenges that differ from those faced by other organizations are the results of a 1988-1989 survey of Australian health service managers and general managers presented below in Table 1. "The study was part of a wider international project aimed at exploring the role of national culture in managerial behavior and effectiveness." As can be seen from the table, decision-making and planning and evaluation were rated by both groups of managers as the most desirable skills of the skill items covered but that health service managers rated the areas of negotiation, conflict resolution, problem solving and organizing as significantly more desirable than did general managers [Ref. 19:p. 271-277]. Granted these observations are based on the perceptions of the individual manager but one can conclude that there must exist some need for that skill.

TABLE 1
THE TEN MOST DESIRABLE SKILLS FOR AN EFFECTIVE MANAGER;
PERCEPTIONS OF 284 AUSTRALIAN HEALTH SERVICE AND GENERAL
MANAGERS (IN ORDER OF PRECEDENCE)

Skill	Health Service Managers	General Managers
Decision Making	1	1
Planning & Evaluation	2	2
Negotiation	3*	4
Resolution	4*	7
Problem Solving	5*	10
Organizing	6*	6
Interpersonal Relations	7	5
Directing	8	3
Public Relations	9	9
Forecasting	10	8

*Statistically significant variances at the 0.05 level

Source: Boldy, D., Jain, S., and Harris, M., "What Makes an
Effective Manager?-Health Care and General Manager
Perceptions," Australian Health Review, v. 2, 1990, 277.

    Realizing that each occupational field has its own
particular needs, culture, beliefs, and values, the basic
skills of management can nonetheless be developed to enable
the individual manager to be more successful in his or her
own environment. If Navy health care providers are elevated
into a managerial environment and expected to perform
effectively, they must be given the opportunity to develop
these necessary skills that are not part of the normal
medical school curricula. Attempting to face the complex
managerial issues associated with a dynamic health care

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environment without this education can be especially demanding and unrewarding [Ref. 18:p. 64].

A. EXECUTIVE DEVELOPMENT

Of the five distinct designators represented by the survey population, only one, the Medical Service Corps (Health Care Administrator) receives specific managerial related education to help the prospective medical executive cope with complex managerial issues. In addition, it has been the Navy's practice, as in the civilian sector, to elevate to the position of "executive" functional specialists (physicians, nurses, dentists, etc.) that do not normally possess the broad managerial base necessary to effectively face the unique complexities of a dynamic health care environment. Each of these functional specialists then brings with him or her to the position of executive the values and beliefs important to their respective communities. These values and beliefs serve the individual communities well, but they may bias the generalist perspective required of an effective executive and narrow the focus of the individual on institutional issues.

The ability to effectively manage the diverse professional, semi-professional, and occupational skills found in the medical field is difficult and made even more so without appropriate executive development programs. Because of this and the multi-discipline work force involved in providing quality patient care, executive development is of particular importance in the health care industry. The goal

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then is to determine the specific needs of those transitioning from a clinical role to a more managerial one and then provide them continuing management development programs that develop the necessary knowledge, skills, and abilities (KSAs) required for future responsibility and promotion. [Ref. 20:p. 7].

1. Identified Health Care Managerial Needs

Graeme Rawson, under a grant by the University of New South Wales, conducted a survey in 1986 of 821 upper-level Australian health care managers (upper-level being defined as Chief Executive Officers, Directors of Medical Services, Directors of Nursing, and Deputies if the hospital exceeded 500 beds). The instrument of measurement was a structured questionnaire based on interviews and informal discussions, which succeeded in obtaining a 57% return rate at the time of the study. The survey was constructed to determine the characteristics and educational needs of senior health service managers. Educational needs were those defined as "being measured in terms of the skills perceived as necessary for successful performance of a job, and which are assumed to relate causally or be capable of relating to identifiable aspects of the educational process [Ref. 21:p. 3]." Table 2 provides the results of that survey, and as can be seen, the respondents considered personal, inter-personal and negotiating skills of greatest importance. This area was described by some of the respondents in the following manner:

...it is being able to get along with people above and below, in hierarchical terms, while being able to maintain

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clear lines of responsibility; people management and clear
delegations based on respect for others competence and
expertise...it is having personality, embracing moral and
ethical values, fairness, approachability, sense of humor,
persistence, decision making, and communication skills...
it is a knowledge of people, honesty, and the ability to
manipulate nicely. [Ref. 21:p. 25]

TABLE 2
PERCEIVED KNOWLEDGE AREAS AND SKILLS CONTRIBUTING TO SUCCESS
AS UPPER-LEVEL MANAGERS IN THE HEALTH CARE INDUSTRY

Category	Response Rate (%)
Personal, Inter-Personal, and Negotiating Skills	78
Administrative Knowledge	50
Background (Clinical) Experience	43
Health Planning, Policy and Politics	24
Analytical Skills & Methods	21
Financial Management	17

Source: Rawson, G., _Senior Health Service Managers:
Characteristics and Educational Needs_, p. 24, School of Health
Administration, University of New South Wales, 1986.

Rawson later determined from the responses that the following

knowledge areas and skills (in order of precedence) were

highly regarded by the respondents in terms of their perceived

need for more attention in formal education.

1. Report writing and communicating effectively in
    writing

2. Leadership abilities

3. Skills and processes involved in transmitting
    ideas

4. Staff motivation

5. Dealing with conflict and stress

6. Concepts, implications and laws of industrial relations

7. Computer applications in the health services

8. Conflict resolution methods

9. Personnel administration

10. Analysis of financial information

Betson and Pedroja provide additional insight into the KSAs necessary to be effective in the health care industry. In their 1989 survey of 893 members of the American Academy of Medical Directors (AAMD), they used Burgess' categorization of dividing management functions into three areas--policy management, program management, and resource management to describe and analyze the job of physicians who were in hospital executive positions. According to Burgess (as quoted by Betson and Pedroja):

> ...policy management is a process involving the strategic functions of guidance and leadership. Specifically, it refers to the capacity to perform the needs assessment, goal setting, and evaluation functions; the ability to establish priorities and mobilize and allocate resources; and the ability to guide relations with the community. Program management encompasses administrative functions and tactical requirements of executing policy. Planning and overseeing programs and services, identifying opportunities for improving efficiency...and other evaluation criteria....Resource management refers to the capacity to carry out and manage administrative and organizational support functions such as personnel administration and labor relations. [Ref. 17:p. 357]

Their findings indicated that of the ten tasks reported with the most frequency, eight were considered policy management and two program management. They deemed this trend to be appropriate because "only a focus on policy management

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functions promotes the processes of analysis, diagnosis, and evaluation,...which in turn facilitates invention of remedial alternatives that promote the long-term efficiency and effectiveness of the organization [Ref. 17:p. 365]." They concluded by determining that most physician managers were responsible for coordinating tasks, conflict management tasks, and organization decision-making tasks.

These essential health care skill areas are also supported by another Australian study, the results of which were previously presented in Table 1. This study by Boldy, Jain, and Harris showed that decision-making and planning and evaluation were considered to be the most important skills of those listed and that health service managers also placed particular emphasis on negotiation, resolution, problem solving, and organizing skills. In the same study, "health service managers rated pertinent technical knowledge more highly than any other aspect in the knowledge and learning dimension, indicating the importance of specialist education for health service managers [Ref. 19:p. 271]."

Agho's 1990 study of the problem areas faced by hospital administrators further supports these identified characteristics and educational needs. From the results presented in Table 3, one can see that hospital administrators perceive problems associated with business and financial management to be the most critical areas they face.

TABLE 3
OVERALL RANKING OF PROBLEM AREAS IDENTIFIED BY HOSPITAL
ADMINISTRATORS

Problem Areas	Ranking
Business and Financial Management	1
Working with Medical Staff	2
Personnel Management	3
Providing Quality Medical Care	4
Physical Plant and Equipment	5
Departmental Functioning	6
Community Relations	7
Legal Aspects and Litigation	8
Governing Board	9
Affiliation with Other Institutions	10

Source: Agho, A.O., "Problem Areas Faced by Hospital
Administrators," Hospital & Health Services Administration,
37:1, Spring 1992, p. 133.

Sieveking and Wood provide further understanding of
the necessary knowledge and skills required of present and
future health care leaders as they face increased financial
pressures and regulations. Their survey of 324 hospital chief
executive officers (CEOs) in 1992 addressed such factors
associated with career satisfaction as career positives and
negatives, alternative careers considered, and most important
to this research, projections for the health care industry and
the associated skills needed for the future. Those skills
identified as being needed for the future are presented in
Table 4.

TABLE 4
SKILLS REGARDED AS NECESSARY FOR FUTURE SUCCESS AS A HEALTH
CARE EXECUTIVE

Skill	Ranking
Financial	1
Marketing	2
Negotiating	3
Planning and Development	4
Data and Information Systems	5
Physician Relations	6

Source: Sieveking, N. and Wood, D., "Hospital CEOs View Their Careers: Implications for Selection, Training, and Placement," Hospital & Health Services Administration, 37:2, Spring 1992, p. 168.

These identified skills suggest that the respondents recognize that their positions as health care executives require specific knowledge as well as adeptness with interpersonal, strategic planning, and leadership processes. The authors allude to the fact that these demands on the health care executive are "more diverse than those in any other management field, and that it seems progressively more difficult to find any one individual with the talents and tastes for all of the managerial dimensions at hand [Ref. 22:p. 175]". This will require the expanded use of teams as the medical executive faces increasingly broad and complex societal issues.

The knowledge, skills, and abilities identified in the studies above are also identified and expanded on as they

relate to senior naval medical executives in the preliminary analysis of the data for this thesis. This preliminary analysis conducted by Crawford, Roberts, and Orloff in 1993 identified 21 management skill areas as essential for executive management of military treatment facilities (MTFs). Of those skill areas, 80 percent or more of the respondents identified 11 as being highly required. These 11 skill areas by and large were those for which there were no in-house experts or principal advisors (e.g., management of change, conflict management, group dynamics,etc.), indicating that senior medical executives place more importance, and rightly so, on those "non-shared" skill areas. [Ref. 3:p. 10-11]

All of the studies cited above consistently determine a very similar set of varied skills necessary for the senior medical executive of the future to be successful. These include a strong understanding of analytical methods, a knowledge of business and financial management, a heavy reliance on personal and inter-personal skills, and demonstrated leadership abilities.

Another way to view the education needs of the medical executive is as commensurate with his or her organizational position. This is supported by Henderson, Haddock, and Dolan's study on the continuing education needs of hospital managers. Their study covered 29 St. Louis metropolitan area hospitals and achieved a response rate of 79 percent for managers to whom surveys were distributed (2434 individuals).

The findings were that middle managers placed greater emphasis on learning to deal more effectively with subordinates (through conflict management and understanding employee behavior) while senior managers emphasized environmental concerns for middle management development and outwardly focused items (community relations, promoting organizational effectiveness, and developing a unified strategy) [Ref. 22:p.423]. The implicit logic here is that as individuals progress through the medical executive positions, their educational needs progress as well. This is consistent with the findings of Katz [Ref. 16] who noted that as individuals moves from the lower levels of management to the upper levels, their reliance on technical skills give way as conceptual skills become more important.

   2. From Clinician to Manager

        The Navy Medical Department promotes health care administrators (HCAs), who have the benefit of previous managerial training, as well as direct health care providers, who just as often do not have that benefit, into executive roles. The elevation of a functional specialist into such a role causes a unique set of transitional problems for the organization as well as for the individual, problems that are only exacerbated without an effective executive development program.

        These problems manifest themselves in physicians for a variety of reasons. First of all, physicians spend years

gaining the requisite schooling and internships necessary to get licensed for the practice of medicine. This is a long arduous journey that culminates in expertise in the physician's chosen field with a tremendous amount of independence. Managers in other fields are used to the dependency of supervisor authority but it often comes as an unwelcome surprise to the newly elevated physician executive. [Ref. 24:p. 5]

Second, physicians focus on individual patient care and hold dearly the right (duty) to make decisions for the good of the individual patient. Their identities are tied up in personal and professional agendas or in individual patients. As physician executives, however, they need to focus on the needs and goals of the organization, which may increasingly require interaction with external agencies. "Although they are still doctors, the time they spend with patients is reduced as different activities must be performed [Ref. 13:p. 157]." They then might start to "feel fear because they are giving up their lives as a doctor" which in turn leads to further dissatisfaction [Ref. 24:p. 6].

Third, many physicians enter the world of management naive about what it takes to make things happen in complex organizations. Their world as a health care provider is based on logic, fact, and rationality, three attributes that are not always visible in the management arena. Complicating this issue is that physicians bring with them to the executive

position a vocabulary that is entirely unsuitable for effective managerial communication. The language of the functional specialist is drastically different from that of the board room. They also lose the benefit of their former support system; their physician peers. The new physician executive is now in a supervisory role, which changes the relationship with former peers. Their power base, once entrenched in expert knowledge, is also gone as the transition is made to executive. [Ref. 25:p. 16]

Another study by Schumacher, assessing physician behavior under stress or conflict, suggested that, in general, physicians would prefer to avoid group involvement, and in particular, this professional group has a high "need to control". "Especially under conditions of stress or conflict when nonphysician managers would move toward team-building or problem-solving strategies such as attaining group consensus, physicians tend to withdraw support from the group, assert authority and stubbornly fight for suboptimal points of view [Ref. 26:p. 21]." This behavior makes professional integration and transition that much more difficult.

A 1992 study of the psychological types of health care executives using the Myers-Briggs Type Indicator (MBTI), however, determined that the most frequently occurring psychological type among these individuals was *thinking-judging*. The literature indicates that psychological type is a "relatively enduring, long-lasting phenomena, much like the

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preference individuals display in having a dominant left or right hand; it is not situational specific, nor does it vary much under changing conditions [Ref. 27:p. 433]." Of the *thinking-judging* psychological types, the literature suggests that:

> ...they are tough-minded, executive, analytical, and instrumental leaders; they are the logical decision makers who tend to be selected and/or drawn to decision-making roles; they tend to be skillful at putting together projects, establishing targets, coordinating others, making decisions, and accomplishing the work that needs to be done; they are best persuaded through evidence, logic, and rationality and they eschew inefficiencies and chaos; they use intuition to develop innovative insights that are often seen through to fruition and they use intuition to thrive in problem solving situations...[Ref. 27:p. 437]

This psychological profile combined with the physician's altruism, intelligence, sense of commitment to the individual and to the community, and inherent understanding of the health care delivery system as it reaches the customer (patient), make the physician executive an irreplaceable component of the organization's executive structure. All that is needed is the proper executive development program to help ease the transition from clinician to manager.

Nurses face many of their own particular problems as they transition from the health care provider to the medical executive. One of these particular problems is the manner in which nurses resolve conflict, a skill identified as being highly regarded by health care executives in terms of its perceived need by Rawson in 1986 [Ref. 21] and Crawford, Roberts, and Orloff in 1993 [Ref. 3].

A 1991 survey of nurses in three different hospitals indicated that nurses are consistent in their approach to conflict resolution, This suggests that nurses' conflict resolution styles are an attribute of the profession and have little to do with employer or demographic differences. The approach most often used was 'withdrawal' which is considered a 'lose-lose' strategy. [Ref 28:p. 27]

The literature indicates that when organizational conflict is resolved through the strategy of withdrawal, "the conflict is of little or no significance to either party and reflects their lack of concern for the outcome of the conflict or for the relationship [Ref 28:p. 27]." It is recognized that organizational conflict is not bad but the manner in which it is managed can be detrimental to all parties. A more thorough discussion of organizational conflict is provided later in this chapter but it is important to note that the strategy of withdrawal "denies the opportunity to build trust and creates an environment that may facilitate the departure" of the nurse from the present position or from the profession altogether [Ref 28:p. 27]. As nurses make the transition from clinician to more of an executive role, they need to be aware of this type of behavior and tailor their skills to effectively handle situations of conflict.

In a 1990 study, Starke and Rempel [Ref. 16] noted several major reasons why the transition from nursing to a more administrative position was difficult. First, they point out that the skills necessary to be effective change with the position. In the direct health care provider role, nurses have more need for the technical skills discussed earlier in

this chapter. These technical skills, such as anatomy, chemistry, and biology are provided in their undergraduate education. When they are elevated into executive positions, however, the tasks required of them depend on people and conceptual skills; skills that are often never formally introduced forcing the new manager to rely on observation and trail and error.

The next problem nurses have while making this transition is "letting go" of their previous responsibilities and duties. This can be caused by them feeling insecure about their managerial abilities, or by fearing the repercussions of the mistakes made by others, or just by a shortage in nurses. Whatever the reason, having the supervisor doing the work of the subordinates can cause resentment and decreases in morale.

Lastly, nurses receive little formal training in management while earning their degree and even less encouragement to develop their managerial skills once they start practicing. Nurses serve at the front of patient care and their interaction with the individual patient far exceeds that of most physicians. This interaction gives them a unique insight into the fears and desires of the customer. By providing nurses the opportunity for continuing education, these skills and insights can be put to their most effective use in providing quality patient care and meeting the complex organizational challenges of the medical community.

B.   ORGANIZATIONAL BEHAVIOR

Muchinsky defines psychology as the scientific study of behavior of both humans and animals. It is a complex and varied profession encompassing many specialties. One such specialty is industrial/organizational psychology which is concerned with behavior in work situations. Just as the field of psychology is broken down into specialties, industrial/organizational psychology is itself diversified into several subspecialties. These subspecialties include industrial relations, personnel psychology, vocational and career counseling, engineering psychology, organization development, and organizational behavior. It is the last of these, organizational behavior, that will be presented here. [Ref 29:pp. 2-7]

Organizational behavior is one of the several subspecialties of industrial/organization psychology. "Work in this area focuses on such factors as role-related behavior, pressures that groups can impose on individuals, personal feelings of commitment to an organization, and patterns of communication within an organization [Ref 29:pp. 2-7]." Accepting the fact that organizations can influence the attitudes and behaviors of the people associated with them, an effective understanding of the components of organizational behavior can greatly enhance the effectiveness of the health care executive.   Several of these organizational behavior components are identified and discussed below.

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1. **Conflict Resolution**

"Conflict is a form of interaction among parties that differ in interests, perceptions, and preferences [Ref 30:p. 305]." "It is an organizational reality that is inherently neither good or bad because it can be either destructive or productive [Ref 31:p. 213]." Managing conflict among the disparate individuals and groups that make up the health care environment is a particularly crucial skill for the medical executive if he or she is going to prevent human differences of opinion from jeopardizing overall performance, satisfaction, and growth of the organization. [Ref 31:p. 213]

Fowler, Bushardt, and Jones reiterate that organizational conflict is inevitable but go on to state that it is generally resolvable. They see the important issue as "not engaging in futile attempts to avoid conflict but to seek its resolution in a constructive manner. Effective conflict management enhances the functioning of organizations, whereas poor conflict management leads to dysfunction [Ref 28:p. 27]." Their study identifies five modes of conflict resolution (withdrawal, forcing, conciliation, compromise, and confrontation) and implies that the high rate of attrition in the nursing community is a result of improperly coping with conflict. They conclude by indicating that proper executive education in the management of conflict can decrease the incidences of conflict and increase the level of mutual

respect and concern, thus improving the overall work climate for everyone. [Ref 28:p. 27]

Ware and Barnes [Ref. 31] also point out that conflicts generally have positive and negative outcomes, often depending on the conflict resolution skills of those involved. Some of the positive outcomes include increased participant motivation and creativity; sharpened bargaining, influencing, and competitive problem solving skills; and an increased understanding of one's own values. Included in the negative outcomes of a conflict relationship are emotions of anger, frustration, fear of failure, and a sense of personal inadequacy; direct loss of productivity; and the possibility of continued poor decision making. The authors go on to illustrate three approaches to conflict management that parallel the modes previously discussed. They categorize these three approaches as bargaining, controlling, and confrontation with the added option of ignoring the problem. By having an understanding of the modes or approaches to conflict resolution, the manager can greatly improve his or her ability to achieve positive outcomes. This becomes particularly important for the health care executives when one recalls the findings of Schumacher's study that when under stress or in a conflict situation, "...physicians tend to assert authority, stubbornly fight for suboptimal points of view, and define success as winning, and failure as losing as

opposed to defining success as mutually acceptable compromise
[Ref. 26:p. 21]."

   2. **Managing Change/Technology**

        Kotter and Schlesinger note that "as the business
environment becomes more competitive, organizations cannot
afford not to change; yet, people in organizations
understandably fear and resist change [Ref. 33:p. 395]." They
document four reasons why people resist change and go on to
stress that it is the task of managers and executives to
overcome this resistance so change can be implemented.

        The first of these reasons is that people think that
they will lose something of value.   In this context,
resistance to change comes in the form of "political behavior"
as people focus on their own best interests rather than those
of the organization. "People also resist change when they do
not understand its implications and perceive that it might
cost them much more that they will gain.   Such situations
often occur when trust is lacking between employer and
employees [Ref. 33:p. 398]."   A third reason people resist
change is that they perceive the situation to be different
than do those initiating the change.   This results from both
parties not being privy to all of the available information.
The final reason for resistance is that some people have lower
tolerances for change than do others.   "Organizational change
can require some people to change too much, too quickly [Ref.
33:p. 399]."

The 1992 Healthcare Forum [Ref. 34] indicates that mastering change is one of the six most critical competencies necessary for leading the health care industry into the 21st century. The study further states that the driving forces for change in the industry are economic, demographic, technological, environmental, political, and social. This is especially evident in the field of technology as "physicians become increasingly reliant on complex and expensive equipment to deliver a high standard of care. The substantial equipment capital investments in the past decade demand increased awareness of effective technology management both in terms of quality of care and in the savings that it can provide for the health care institutions [Ref. 35:p. 286]."

3. **Group Dynamics**

The study by Sieveking and Wood indicated that the health care industry needs executives "who can plan for the long term with a real comprehensive view, then put together a quality health care *team* with the patient and society as the main customer [Ref. 22:p. 177]." Moeller and Johnson support this by stating that:

> ...health care organizations are so complex and the demands on leaders so varied that it is impossible for one individual to fulfill all expectations. No single individual can operate in today's complex internal organization, work effectively within the community, and direct the future of the total health care system. Leaders must possess the ability to choose and inspire a team of people with the diverse skills to accomplish the job. [Ref. 36:p. 29]

With this in mind, health executives need to accept that "groups can significantly contribute to creativity by providing the stimulation of diverse points of view within a supportive atmosphere that encourages each individual member to pursue new and unorthodox concepts [Ref. 37:p. 247]." Their effective use can constructively enhance the individual potential of each member of the group and lead to outcomes that exceed the sum of those potentials. The goal of the executive then is to provide a supportive atmosphere in which the group can function and to remove any negative or blocking factors. Likert provides two broad categories of group roles that the manager must be familiar with for groups to be productive:

1. Group task roles. These roles are related to the task which the group is deciding to undertake or has undertaken. They are directly concerned with the group effort in the selection and definition of a common problem and in the solution of that problem.

2. Group building and maintenance roles. These roles concern the functioning of the group as a group. They deal with the group's efforts to strengthen, regulate, and perpetuate the group as a group. [Ref. 37:p. 255]

With the proper understanding of these roles and more emphasis on the personal and inter-personal skills identified earlier in this chapter, health care executives can improve their effectiveness in today's dynamic medical environment through the use of teams and work groups.

Another aspect of group dynamics is organizational culture. Muchinsky describes "culture" as consisting of the language, values, attitudes, beliefs, and customs of an

organization. "It represents a complex pattern of variables that, when taken collectively, gives each organization its unique 'flavor'. It can be defined as 'the way we do things around here' and can influence not only the behavior of its members but also the way they perceive and interpret behavior [Ref. 29:p. 270]." He goes on to conclude that the concept of culture can have a significant impact on the selection, training, and performance appraisal of the organization's members.

Schumacher points out that "there is a need to change the organizational culture of the health care industry by recommending strong investment in a corporate culture directed toward high quality with substantial commitment from senior managers [Ref. 26:p. 24]." Moeller and Johnson support this view by illustrating the need for health care to shift from a market-share to a community focus. They argue that:

> ...health care leadership should extend beyond responsiveness to perceived community needs into the notion of the healthcare leader as a creator of healthier communities. Health care organizations that continue to rely primarily on competitive strategies to win customers will not survive in the long run. As the paradigm shift continues, health care organizations that are perceived as guardians of the community will flourish. [Ref. 36:p. 29]

Gilbert further describes this new paradigm as a partnership between the patient as senior partner and health care providers, third-party payers, and the business community as the other partners. He suggests that such a partnership will allow the medical community to more fully express a more shared commitment to the patient and will create a more

powerful and satisfying relationship between the concerned
stakeholders. [Ref. 38:p. 72]

    To affect such a paradigm change, senior medical
executives must have an understanding of the organization's
culture. This is especially difficult in a health care
environment where there exists a diverse work force providing
an inherently complex product, but the investment in time and
energy is required to enable health care to meet the
challenges of the next century.

C.   SUMMARY

    In this chapter, a review of the literature pertinent to
the effective development of health care executives as they
transition from the functional specialist to the hospital
administrator was provided. Specifically, prior studies were
discussed that illustrate that medical management is a
profession that requires its own particular knowledge, skills,
and abilities for its practice and that these skills can be
identified and learned. It was also shown that this
transition poses special problems for health care providers
from both physician and nurse backgrounds but that a proper
management education program can significantly ease these
problems. The chapter closed with a discussion of several
components of organizational behavior and related their
significance to the continued effectiveness of the health care
leader and the successful growth of the medical industry into
the 21st century.

III. METHODOLOGY

As noted in the introduction, in an effort to fulfill the requests of the Navy's Bureau of Medicine and Surgery (BUMED) for an executive development program for current and future military treatment facility (MTF) leaders, a team of faculty members from the Naval Postgraduate School (NPS) conducted a needs assessment in order to identify the competencies required to effectively manage complex Navy medical systems. This approach was composed of two steps, field interviews and a survey, and its intent was to allow the military health care executives themselves to identify what key managerial issues and skills they deemed important for effective and efficient health care delivery.

A. SEMI-STRUCTURED INTERVIEW PROCESS

During June and July of 1992, 80 field interviews were conducted with senior medical department executives from eleven health care facilities (four East Coast and seven West Coast). The interviews were typically conducted by two-person NPS faculty teams during which the executives were asked to identify the key managerial knowledge, skills, and abilities they regarded as necessary for effective and efficient functioning as health care executives. The two-person teams' responsibilities were those of discussion facilitator and response recorder in order to create a situation in which the

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persons interviewed were neither constrained nor directed by the interview team. Subsequent to each interview, a multi-page narrative was prepared to facilitate future analysis of the interview responses. This analysis produced a total of 85 topics discussed across all interview sessions, which were then clustered into the eight related major management categories listed below:

1. Financial/Resource Management
2. Program Planning and Evaluation
3. Decision Making/Problem Solving
4. Legal Issues
5. Operational Management Issues
6. Organizational Behavior
7. Personnel and Human Resource Management
8. Communications

These topics and related management categories were then used by the involved NPS faculty members to develop a survey in order to achieve the broadest possible coverage of the Navy's senior medical executives. Its purpose was to provide the opportunity for everyone in the role of a senior executive (defined as all individuals in positions of executive management at medical treatment facilities (e.g., commanding officers (CO's), executive officers (XO's), and directors) to rate all of the management skills identified during the interviews. [Ref. 4:p. 28]

B. SURVEY INSTRUMENT

The survey itself consisted of a total of 60 questions developed from the 85 topics identified during the semi-structured interview process. These questions were then arranged under the eight major management categories previously discussed. Each survey item asked the respondent to rate their perceived level of current expertise in the topic and also what they perceived the required level of expertise to be on a scale of "0" to "10". A "0" indicated no knowledge or ability in an area, responses from "1" to "3" were indicated as possessing a low level of knowledge or ability, responses from "4" to "7" a moderate level, and responses from "8"to "10" a high level. The larger scale was used to allow respondents to indicate their responses more precisely than would a smaller scale and also generated greater variance for use with subsequent analysis. The same scale, less the "0" or "none" response, was used to gather data concerning perceptions about possible future management education programs.

The survey also provided a section designed to gather basic demographic data concerning the respondents such as rank, gender, designator, length of service, and current position. This section gathered further information on the respondents' management education/training background to include prior education and training in management through traditional undergraduate and postgraduate programs, non-

traditional civilian programs, and the various Department of Defense (DoD) and Department of the Navy (DoN) short courses. Information about various professional organization affiliation was also requested. The purpose for this demographic data collection was to develop identifiable cohorts to use in subsequent comparative analysis of survey responses and not to attempt to identify individual respondents.

1. **Field Testing**

Once completed, the survey instrument was field tested in the fall of 1992 at Naval Hospital Long Beach, CA and Naval Hospital Camp Pendleton, CA to ensure that the final survey questionnaire would be clearly written and easily understood by the targeted audience. Commanding Officers, Executive Officers, and Directors for each of the facilities completed the questionnaire individually in the presence of a two-person NPS team. In an effort to reduce possible ambiguity or confusion, individual executives were also asked to comment on each question as they answered it. In this way, the two-person interview teams could collect data on misleading areas for the purpose of later revisions. Additional comments and recommendations were also solicited concerning potential additions or deletions to the survey. [Ref. 3:p. 5]

Upon completion of the field testing, the NPS team modified the proposed questionnaire as required and forwarded it to BUMED for final review before implementation. The

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Surgeon General of the Navy then attached a cover letter to the survey indicating support for the effort from the highest levels. The letter stressed the importance of the survey and asked for "help (from the Senior Medical Department Officers) in defining those management skills we must possess in order to expand upon and maintain our effectiveness as medical department executives". [Ref. 38] It was also felt that such a cover letter would provide the requisite impetus to participate and return the completed questionnaire.

2. Survey Administration

The survey was then ready to be administered and was mailed in November of 1992 to 720 senior executives in Navy Medicine. The survey population included: all incumbent Commanding Officers, Executive Officers, and Directors; all officers currently screened for CO and XO billets; key health care executives in operational forces and headquarters command; specialty advisors; and medical department flag officers. Responses were received as soon as five days after mailing continuing up until 14 January 1993 when the data base was closed to further receipts. For the purpose of this thesis and previous studies, 476 out of 707 (13 were returned as undeliverable) responses were received for a 67 percent return rate. [Ref. 3:p. 6]

C. PREPARATION FOR ANALYSIS

Analysis of the survey was completed using the statistical analysis software (SAS) package on the mainframe computer at

NPS. All numeric or scaler survey responses were numerically coded and answers with alpha characters were input according to a uniform coding system. Three possible measures for determining educational needs were generated by the survey due to the nature of the responses: the perceived current skill level, the perceived required skill level, and the resulting "delta," or difference, between the two.

Since each respondent ranks his or her responses according to his or her own particular perceptions, a potential source of systematic bias may pose a problem to the analysis of the survey data. This bias results from the possibility that the medical executives may differ on "location," where some of them may perceive the required skill level for a particular item to be a "9" (High) while others may perceive a "7" (Moderate) to be sufficient. By using the deltas described above, the effects of this location bias will be reduced. [Ref 39:p. 8]

Some bias or lack of objectivity may still be evident because the data are based on self-perceptions, particularly with the respondent's estimate of their current skills. This may result in the generated deltas actually being smaller than might be determined from some other approach but input from the potential "customer" was of greater concern.

Since the scope of this thesis is to analyze the set of issues related to organizational behavior, organizational behavior questions were selectively identified from the entire

survey questionnaire. The process of item selection was
accomplished by Crawford, Roberts, and Orloff in August of
1993 [Ref. 3:Appendix C] after they determined which questions
directly or indirectly related to organizational behavior
issues. The questions that were organizational behavior-
related are instrument numbers 35, 37-46, 50, and 51 and are
presented in Appendix A of this thesis. These items were then
isolated and individually analyzed to identify significant
trends in perceived executive management organizational
behavior requirements and skill levels.

D. DEMOGRAPHIC AND NON-IDENTIFYING PERSONAL DATA

The following data provide a general description of the
survey population to include the frequencies of selected
responses to the survey questions. It is important to note
that all information is self-reported and may contain errors
that are not identifiable. Questions to which the respondent
provided no answer are listed as "." in the following tables.
Tables that do not total 100 percent are due to rounding
errors only.

1. Rank

Table 5 displays the frequency of the reported ranks
of the respondents and the percentage of the entire group
represented by each rank. The "." indicates those that did
not identify their ranks of which there were only three. The
row entitled "other" includes ten lieutenants and one master
chief. Eighty-eight percent of the survey respondents,

however, hold the rank of commander or above with the largest cohort by far being the captain cohort representing 65.5 percent of the survey population. This is consistent with the questionnaire's goal of targeting "senior" Navy Medical Department Executives.

TABLE 5
SURVEY DEMOGRAPHICS BY RANK

Rank	Frequency	Percent
Admiral	10	2.1
Captain	312	65.5
Commander	96	20.2
Lieutenant Commander	44	9.2
Other	11	2.3
" . "	3	0.6

N = 476

2. **Corps**

Table 6 displays the frequency of each reported corps and the percentage of the entire group represented by each corps. The "Did Not Indicate" row is so prominent due to the fact that a large number of Medical Service Corps officers failed to indicate if they were MSC(AH) or MSC(HCA), a necessary condition for subsequent analyses. As a result, all analyses performed on the pooled sample by corps were done on a population of 424 instead of 476.

TABLE 6
SURVEY DEMOGRAPHICS BY CORPS

Corps	Frequency	Percent
Medical Corps (MC)	154	32.4
Dental Corps (DC)	97	20.4
Medical Service Corps-(HCA)	93	19.5
Medical Service Corps-(AH)	30	6.3
Nurse Corps (NC)	50	10.5
Did Not Indicate	52	10.9

N = 476

3. **Organizational Position**

Table 7 shows the organizational position occupied by respondents at the time of the survey and their representation in the overall survey population. Because of the variety of responses to this item, the NPS research team constructed the six cohorts by combining the reported positions into like categories. As with "rank," the responses are again consistent with the targeted population of senior

TABLE 7
SURVEY DEMOGRAPHICS BY ORGANIZATIONAL POSITION

Organizational Position	Frequency	Percent
Commanding Officer - CO	97	20.4
Executive Officer - XO	72	15.1
Director - DIR	140	29.4
Department Head - DH	44	9.2
Operational Forces - OPS	16	3.4
Other	107	22.5

N = 476

Navy Medical Department executives with 64.9 percent of the respondents holding positions of Commanding Officer, Executive Officer, and Director positions. The "other" cohort represents the wide array of positions of significant responsibility that did not readily correlate with the other five identified categories.

   4. **Years in a Managerial Position**

        Table 8 shows the years in a managerial position reported by each of the survey respondents and the percentage they represent of the entire group. Because of the wide array of responses, it was impractical to conduct analyses on the individual responses. Four cohorts were therefore constructed by condensing survey responses into the following categories: those individuals with 5 years or less in a managerial position, those with more than 5 years but less than or equal

TABLE 8
SURVEY DEMOGRAPHICS BY YEARS IN A MANAGERIAL POSITION

Years in a Managerial Position	Frequency	Percent
Less than or equal to 5	145	30.9
More than 5 but less than or equal to 10	173	36.3
More than 10 but less than or equal to 15	79	16.6
More than 15	79	16.6

N = 476

to 10, those with more than 10 years but less than or equal to 15, and those with greater than 15 years in a managerial

position. It is important to note that the data for this item
are also based on self-perception and may lack objectivity.
Any officer could reasonably argue that <u>all</u> of his or her
commissioned service has been managerial in nature.

   5. **Short Course Training**

       Table 9 displays the frequency of respondents with or
without short course experience and the percentage of the
entire group represented by each.   The survey presented 13
different short course options and provided the opportunity to
list any other such educational opportunities.   Appendix B
provides a table of the short course options and the number of
respondents that have attended each.   Appendix B also
illustrates the fact that the majority of the respondents that
indicated short course experience have taken multiple courses
making it infeasible to determine the impact of a *specific*
short course. This resulted in the use in subsequent analyses
of the two cohorts described below in Table X.   Appendix C
depicts the eight most frequently attended short courses by
corps, rank, and position held.   Across all cohorts, with one
exception, the Strategic Medical Readiness and Contingency
(SMRC) course is the most frequently attended (56.5% of the
total survey population).   The exception is for Lieutenant
Commanders who attend the Navy Leader Development-Intermediate
course (LMETI, which is now NAVLEAD) most frequently and which
is consistent with NAVLEAD's mission of "increasing awareness
of and building skills in the job competencies required for

the effective performance of the duties of a *Division Officer*." [Ref. 41:p. ii]

TABLE 9
SURVEY DEMOGRAPHICS BY SHORT COURSE EXPERIENCE

Short Course Experience	Frequency	Percent
With	269	56.5
Without	207	43.5

N = 476

E. ANALYSIS

The initial analysis of the survey items related to organizational behavior was confined to descriptive statistics of the survey results. Frequency distributions and cross-tabulations were used to establish trends for the entire sample by the survey population as a whole, corps, rank, position held, gender, years of managerial experience, and short course experience. Response means for the current perceived skill level and the perceived required skill level were generated along with the associated deltas for each item related to organizational behavior for the entire sample and for each demographic characteristic. For the two short course cohorts, those with short course experience and those without, the process of generating means for the "current" and "required" responses as well as the associated deltas by each demographic characteristic was repeated for each cohort. All

of these means were then graphed by cohort to better illustrate perceptional trends in that cohort.

The next part of the analysis determined whether any statistically significant differences existed between an individuals' perceived current and perceived required means for each organizational behavior skill item for paired groups (e.g., with/without short course experience). To accomplish this, a hypothesis test was developed to analyze the differences between the mean deltas of these two independent groups.

A hypothesis test is a statement that something is true about a population (the survey respondents). It is composed of two hypotheses; the *null hypothesis* (H_0 - a hypothesis to be tested) and the *alternative hypothesis* (H_a - a hypothesis to be considered as an alternate to the null hypothesis). Generally, choosing the null hypothesis indicates that any difference or variance in the value of the parameter (the population mean for this thesis) is considered due to chance and not to any statistically significant differences within the population. Choosing the alternative hypothesis indicates that the variance was caused within the parameter. The widely accepted notation for a hypothesis test is:

$$H_0 : \mu_A = \mu_B$$

and

$$H_a : \mu_A \neq \mu_B$$

where H_0 indicates the null hypothesis, H_a indicates the

alternative hypothesis, and μ_A and μ_B are the means for groups A and B.

Determining whether to reject or accept the null hypothesis is based on the probability (P-value, also referred to as the observed significance level) that a value of the test statistic, similar to the one obtained, could have occurred if the null hypothesis were true. In evaluating the P-value, Weiss and Hassett [Ref. 40:p. 447] advise that:

> "...a large P-value does not provide evidence that the null hypothesis is false. On the other hand, a small P-value indicates that it would be unlikely to observe the value obtained for the test statistic."

By convention, there are three commonly used levels of significance: 0.10 (moderately significant), 0.05 (significant), and 0.01 (highly significant). Simply put, a small P-value provides evidence that the null hypothesis is false and should be rejected.

This thesis will rely on the 0.05 level to determine significance. For cohorts with only two members (respondents with or without short course experience), the SAS (statistical analysis software) package computed the requisite P-values with a one-way ANOVA (analysis of variance) to determine statistical significance for each survey item related to organizational behavior.

By splitting the survey population into those respondents with short course experience and those without and calculating their respective mean deltas for the survey items related to organizational behavior, the necessary parameter for

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hypothesis testing was generated. This allowed for the development and testing of the following hypotheses:

H_0 : $\mu_{WITH} = \mu_{WITHOUT}$

and

H_a : $\mu_{WITH} \neq \mu_{WITHOUT}$

The null hypothesis is that the mean delta values for those respondents with short course experience are equal to those without short course experience and the alternative hypothesis is that the mean delta values are not equal between the two cohorts.

To further identify important differences when comparing more than two groups (as is the case with comparisons among corps, rank, position held, and years in a managerial position), an appropriate hypothesis test is developed. When comparing more than two groups, the null hypothesis states that the means for the various groups are the same, and the alternative hypothesis states that they are different. This is represented by the following equation:

H_0 : $\mu_A = \mu_B = \mu_C = \mu_D$

and

H_a : at least two means are different

where H_0 is the null hypothesis that the population means for all groups (A, B, C, and D) are equal, and H_a is the alternative hypothesis that not all the population means are equal. An analysis of variance (ANOVA) was again required and was conducted on the NPS mainframe using SAS. To precisely

identify which group means are statistically different among
several groups, however, an additional test was necessary:
the post hoc TUKEY test.

The TUKEY test was specifically designed for pairwise
comparisons when the sample sizes are equal but was later
modified for use with unequal sample sizes. When used in
conjunction, statistically significant differences are
identified by the ANOVA procedure and areas where those
differences occur among the group mean deltas at the 0.05
significance level are isolated by the TUKEY operation.

With this in mind, the following hypotheses were developed
to test for statistically significant differences by corps,
rank, position held, and years in a managerial position:

1. **Corps**

$$H_0 : \mu_{MC} = \mu_{DC} = \mu_{MSA} = \mu_{AM} = \mu_{MC}$$

and

$$H_A : \mu_{MC} \neq \mu_{DC} \neq \mu_{MSA} \neq \mu_{AM} \neq \mu_{MC}$$

where H_0 is the hypothesis that the population mean deltas for
all corps are equal and H_A is the alternative hypothesis that
not all population mean deltas for all corps are equal.

2. **Rank**

$$H_0 : \mu_{ADM} = \mu_{CAPT} = \mu_{CDR} = \mu_{LCDR} = \mu_{OTHER}$$

and

$$H_A : \mu_{ADM} \neq \mu_{CAPT} \neq \mu_{CDR} \neq \mu_{LCDR} \neq \mu_{OTHER}$$

where H_0 is the hypothesis that the population mean deltas for

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all ranks are equal and H_A is the alternative hypothesis that
not all population mean deltas for all ranks are equal.

   3.   **Position Held**

$$H_O : \mu_{CO} = \mu_{XO} = \mu_{DIR} = \mu_{OIC} = \mu_{DH} = \mu_{OTHER}$$

and

$$H_A : \mu_{CO} \neq \mu_{XO} \neq \mu_{DIR} \neq \mu_{OIC} \neq \mu_{DH} \neq \mu_{OTHER}$$

where H_O is the hypothesis that the population mean deltas for
all positions held are equal and H_A is the alternative
hypothesis that not all population mean deltas for all
positions held are equal.

   4.   **Years in a Managerial Position**

$$H_O : \mu_{x \leq 5} = \mu_{5 < x \leq 10} = \mu_{10 < x \leq 15} = \mu_{x > 15}$$

and

$$H_A : \mu_{x \leq 5} \neq \mu_{5 < x \leq 10} \neq \mu_{10 < x \leq 15} \neq \mu_{x > 15}$$

where x is the number of years of managerial experience, H_O is
the hypothesis that the population mean deltas for all
groupings of managerial experiences are equal, and H_A is the
alternative hypothesis that not all population mean deltas for
all groupings of managerial experience are equal.

   This same series of hypotheses were then applied to the
two short course cohorts, those with and those without
experience, to determine if any statistically significant
differences existed. The program was coded in such a way that
those with short course experience and those without were
compared to each other by the demographic characteristics
discussed earlier (corps, rank, position held, and years in a

managerial position). Simply put, physicians with (without) short course experience were compared to all of the other possible combinations of corps and short course experience, and so on for all of the separate demographic characteristics.

Upon collection and collation of all data results, this thesis will help determine the combination of variables that result in high perceived current and high perceived required skill levels (and resulting low deltas) for the identified organizational behavior issues. Also, self-reported differences in abilities will assist in identifying the management organizational behavior needs for Navy medicine's executive management education (EME) program.

IV. DATA ANALYSIS

The survey that was described in Chapter III consists of 60 separate items designed to determine the competencies required to effectively manage military treatment facilities (MTFs). These items sought to determine the respondent's perceived current level of skill in that area as well as the perceived required level of skill for the respondent's present organizational position and responsibilities. An initial analysis of these responses was conducted by John R. Morrison and presented in his master's thesis entitled "The Relationship Between the Perceived Executive Management Capabilities of Senior Navy Medical Department Executives and Their Reported Managerial Requirements" published in June of 1993 [Ref. 5:]. Morrison analyzed these perceptions using aggregate mean responses across eight broad categories where several survey items were combined under one category.

This thesis, however, will be confined to just one of these eight categories and will individually analyze each of the items that directly or indirectly relate to organizational behavior. Crawford, Roberts, and Orloff [Ref. 3] determined how the survey items would be categorized and those that are pertinent to these thesis are reproduced in Appendix A. This

analysis focuses on the aggregate mean values generated from the survey responses by the Statistical Analysis Software (SAS) package on the Naval Postgraduate School (NPS) mainframe computer. Since the data are difficult to use in raw form, most are was converted to charts and graphs for ease of analysis.

A. SURVEY RESPONSES BY ORGANIZATIONAL BEHAVIOR ITEM

Figure 1 provides a graphical representation of the survey population's aggregate deltas and perceived current skill means (listed in Appendix D) for all organizational behavior related items. As described in Chapter III, these "deltas" are the difference between the respondent's perceived current skill level and their perceived required skill level for their current organizational position; the lower the delta, the lower the perceived deficiency in that skill area.

The figure shows that the lowest mean deltas are associated with Managing multi-cultural diversity in the workplace (Q51) and Building trust (Q37), both of which fall under the broader category of group dynamics. Empowering individuals and work groups (Q35), Developing subordinates: coaching, teaching, mentoring (Q44), Promoting innovation and risk taking behavior (Q46), and Building teamwork (Q40) all have similarly low mean deltas and all fall either under group dynamics or individual behavior. It is not until survey item

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45, Understanding the role/scope of the job of CO/XO, that an item not related to either group dynamics or individual behavior is encountered.

A possible explanation why these areas in particular have low deltas is that they rely on the interpersonal and leadership abilities of the individual rather than on some "in-house" expert (e.g., financial management), abilities that are especially important to naval officers. Since these observations are based on personal perceptions, some over-inflation of perceived current skill levels may be evident, which, when combined with the perceived required skill level would result in lower skill gaps.

The highest means generated by the survey population were for Managing conflict (Q39) and Managing labor relations (Q50). Such high deltas for managing labor relations perhaps reflect the perspective of not considering military personnel to be "employees" subject to union negotiations and grievances. As the government relies more on contracted civilian personnel to provide some of the services historically provided by those in uniform, this area could gain in significance. As the literature points out, however, the ability to successfully manage conflict is extremely important for any executive. Figure 1 not only indicates that this item has a substantial delta, but that there also exists

a high perceived need for this skill among the pooled
respondents.
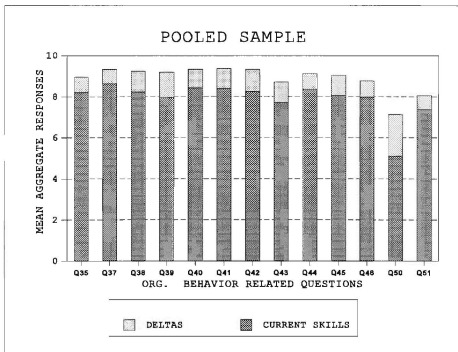
Figure 1
Deltas Between Current and Required Skills (Aggregate)

B.   ORGANIZATIONAL BEHAVIOR ITEM RESPONSES BY CORPS, RANK,
POSITION HELD, AND YEARS IN A MANAGERIAL POSITION

     The following sections provide additional analysis of the
survey results for the organizational behavior items broken
down by the respondent's reported corps, rank, position held
at the time of the survey, and number of years in a managerial
position. As with the pooled sample above, the mean aggregate

responses are analyzed to identify and evaluate specific trends between the perceived current level of skill and the perceived required level of skill for the related organizational behavior items for each identified cohort. Once again, SAS was used to generate the means used in this analysis, the results of which are provided in Appendix D by cohort. Specific demographic characteristics of the survey population can be found in Chapter III.

1. Responses by Corps

Figure 2 provides a graphic representation of the mean aggregate deltas generated for the organizational behavior items by the reported corps of the respondents. Once again, Managing labor relations (Q50) exhibits the highest deltas of the related items for every corps except Medical Service Corps-Health Care Administration (MSC-HCA), which indicates a higher delta in Managing conflict (Q39). The lowest deltas are associated with the items relating to group dynamics and individual behavior, which is also consistent with those demonstrated by the survey population.

In analyzing specific trends by corps, it is immediately evident from Figure 2 that the Nurse Corps (NC) respondents indicate a greater difference in their perceived current and required skills in every item except for Developing subordinates: coaching, teaching, mentoring (Q44).

POOLED SAMPLE

BY DESIGNATOR

Legend:
- MC
- MSC-AH
- DC
- NC
- MSC-HCA
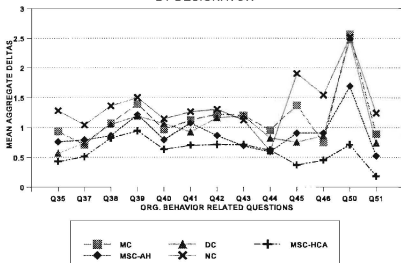
Figure 2
Aggregate Deltas by Designator

This is understandable because nursing directors and head
nurses are directly involved in day-to-day interactions with
their subordinates, other nurses and corpsman alike. The
higher deltas exhibited by the nurse corps respondents are not
so much a reflection on their lack of perceived current skills
but on the higher perceived requirements they report for these
skills; trends that are graphically illustrated in Figure 3
and Figure 4. Conversely, MSC-HCA respondents indicate the
smallest deltas in their perceived skill levels and what is
required for their position, which can be attributed to the

managerial-based curricula pursued by this cohort. Appendix E provides additional support from the ANOVA operation (described in Chapter III) run on the SAS software package in showing that there exist statistically significant differences at the 0.05 level in the variances of the aggregate mean deltas between the NC and MSC-HCA communities in four of the related items. There also exist significant variances between these two cohorts and the dental corps (DC) and medical corps respondents (MC) in two of the items. The variances between the Medical Service Corps-Allied Health (MSC-AH), Dental Corps, and Medical Corps were not significantly different, however.

Additional insight can be gained from these trends by by comparing the aggregate mean current skills across the different corps as well as the aggregate mean required skills. Figure 3 illustrates that all respondents regardless of corps indicated very similar perceptions concerning their current skill levels for almost all organizational behavior items, with the MSC-HCAs reporting the highest perceptions on most items. The one exception is Managing labor relations where, as shown in Appendix E, significant variances exist between the Medical Corps and the Medical Service Corps-Health Care Administration and between the Nurse Corps and the Medical Service Corps-Health Care Administration.
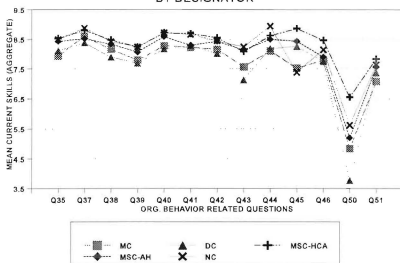
Figure 3
Mean Current Skills (Aggregate) by Designator

In Figure 4, however, one can see that the Nurse Corps consistently assigns the highest required skill levels for each organizational behavior item. Since the mean current values are consistent across the different corps, the higher deltas exhibited by the Nurse Corps can be attributed to them placing a greater importance on these skills than the other corps respondents. This should not be surprising considering that nurses provide the most direct care to the patient and therefore can most readily see the impact of enhanced managerial effectiveness as it relates to the customer.
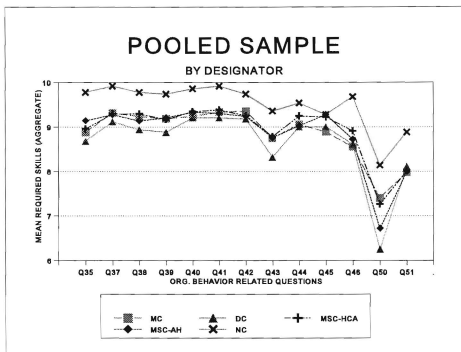
Figure 4
Mean Required Skills (Aggregate) by Designator

    2. Responses by Rank

        Figure 5 provides a graphic representation of the mean
aggregate deltas by rank as found in Appendix D. Managing
labor relations (Q50) continues to exhibit the highest delta
while those items related to group dynamics and individual
behavior exhibit the lowest.   This is consistent with the
trends noted in the previous analyses.

            In analyzing rank specific trends, it becomes
apparent that the Admiral (ADM) cohort indicates the smallest
perceptual differences between their current and required

skill levels, in most cases this difference is less than half
a point. The other rank cohorts demonstrate more uniformity
in their perceptions as indicated by their computed
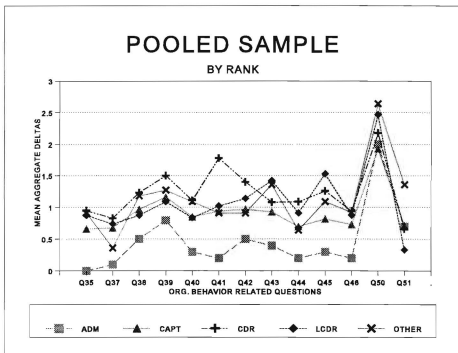
Figure 5
Aggregate Deltas by Rank

deltas. Despite the small variances among the rank cohort
responses, no statistically significant differences were
encountered with the TUKEY operation.

Figure 6 and Figure 7 more clearly illustrate the
perceptional trends among the survey respondents according to
rank.   The Admiral (ADM) cohort clearly shows the highest
current perceived level of skill across all organizational

behavior items as well as indicating the highest required skill level for these items. Their reported current skill levels are consistent with what one would expect from individuals who have held and been successful in the many diverse positions required for flag rank consideration and
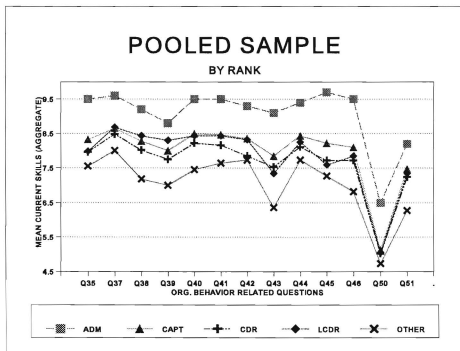
Figure 6
Mean Current Skills (Aggregate) by Rank

selection. One would also expect that the experience gained throughout their careers would give the members of this cohort a broader systems view of management and a clearer sense of the importance of this skills, resulting in the higher perceived required skills observed in Figure 7. It is

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important to remember, however, that the Admirals represent the smallest group in the rank cohort with only ten members (2.1 percent of the survey population). Nonetheless, their inclusion in this analysis was considered necessary because of their unique position in the Navy hierarchy and their vast amount experience in positions of leadership.

A very similar trend exists across both the perceived current and required skill levels for the Captain (CAPT), Commander (CDR), and Lieutenant Commander (LCDR) cohorts. This is not surprising because, depending on the facility and the individual careers of the respondents, all of these ranks could be expected to fill similar organizational roles. For example, a position filled by a Captain at Bethesda Naval Hospital, due to its teaching environment and high visibility, may be staffed by a Commander or even a Lieutenant Commander at a smaller facility. The "Other" cohort exhibits the lowest perceptions of current and required skill levels for almost all indicated items. This is consistent with what would be expected of more junior officers, given their limited exposure to complex managerial problems and the demands of more senior positions. The curious aspect of these relationships is that for survey item number 50, Managing labor relations, the trend of perceived required skill is reversed for all ranks except the Admiral (ADM) cohort with the Lieutenant Commander (LCDR)

and "Other" perceiving more of a requirement for this skill
than the other two ranks.
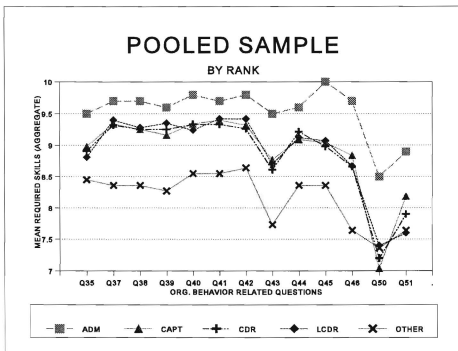
Figure 7
Mean Required Skills (Aggregate)by Rank

        This may be a reflection of a closer association
between the junior ranks and such contracted services as house
keeping, food preparation, and other civilian employees.
These civilian employees may be technically subordinate to
military officers serving in an executive role but they do not
respond to military authority in the same manner as more
junior officers and enlisted personnel. This may cause
special complexities as the civilian employee perceives him or

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herself outside the military chain of command and therefore
not accountable to the authority vested in rank.

   3. **Responses by Organizational Position**

       Figure 8 provides a graphic representation of the mean
aggregate deltas generated from the survey responses that can
be found in Appendix D.   Initial analysis shows that the
overall perceptional trends observed earlier remain consistent
by organizational position, with the largest deltas being
observed with Managing labor relations (Q50) and the lowest
being observed across the group dynamic and individual
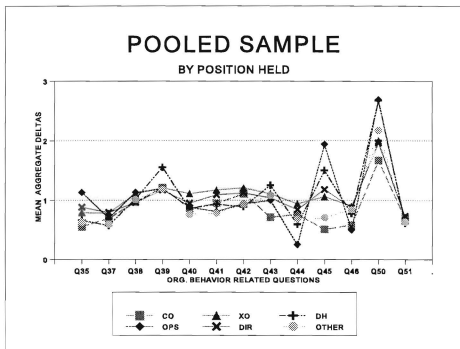
Figure 8
Aggregate Deltas by Position Held

behavior related items. In almost all categories, Commanding Officers (COs) exhibit lower deltas than any other cohort. This should be expected because as the individual becomes a CO, he or she passes through the other positions and gains first-hand experience in those billets. Surprisingly, the Operational Forces (OPS) cohort demonstrates the lowest delta in Developing subordinates: coaching, teaching, mentoring (Q44) and the highest delta in Understanding the role/scope of the job of CO/XO. This is perhaps a reflection of their autonomous status where they are experiencing directly the demands of a CO position.

Figure 9 and Figure 10 provide additional illustration concerning the relationship between the current and required organizational behavior skill levels associated with the survey responses by position held. Though the trend is not as clearly defined an in the previous analyses, the Commanding Officer (CO) cohort illustrates a higher current and required perception of skill levels than the other cohorts. Again, this may be attributable to past experiences in the other positions as the individual progressed to the CO level. Despite the apparent variances, however, no statistically significant differences among the aggregate deltas by position held were observed.
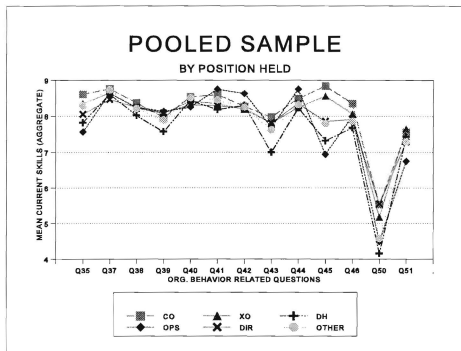
Figure 9
Mean Current Skills (Aggregate) by Position Held
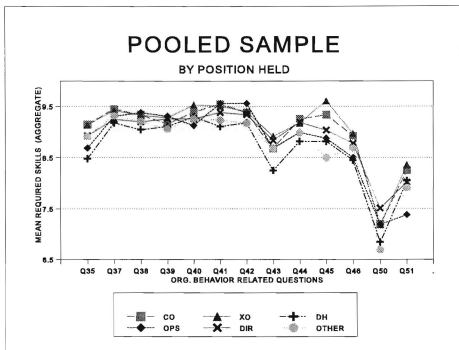
Figure 10
Mean Required Skills (Aggregate) by Position Held

    4.   Responses by Years in a Managerial Position

        The respondents were broken down into four separate

cohorts for this analysis: those with less than or equal to

5 years (LE TO 5 YRS), those with more than 5 but less than or

equal to 10 years (GT 5 BUT LE 10), those with more than 10

but less than or equal to 15 years (GT 10 BUT LE 15), and

those with more than 15 years in a managerial position (GT 15

YRS). Some bias may be evident as a result of an individual's

perception of a managerial position, but the results are

consistent with what one would expect.

Figure 11 provides a graphic representation of the aggregate mean deltas generated by these four cohorts. These means can be found in Appendix D. One can clearly see that the largest deltas are associated with the cohort that reported the least amount of managerial experience, LE TO 5 YRS, and that the smallest deltas are associated with the cohort with the most reported time in managerial positions, GT 15 YRS. Considering the increasing exposure to the complexities of management, these results are not surprising. And, as shown in all previous analyses, Managing labor
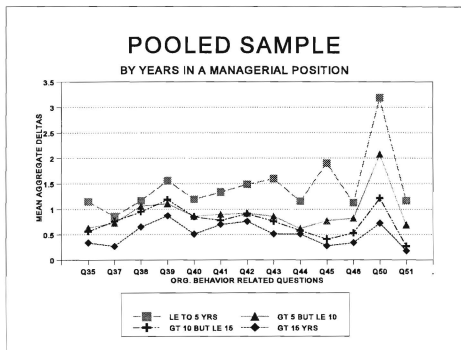
Figure 11
Aggregate Deltas by Years in a Managerial Position

relations (Q50) continues to generate the largest deltas for all cohorts. Of particular interest, considering the importance that the literature attributed to being able to effectively manage change, the item that generated the second largest delta for all cohorts was Managing change/technology (Q38). This possibly reflects a growing awareness of the significance of this skill.

Figure 12 and Figure 13 further illustrate the perceptional differences among these cohorts. Figure 12
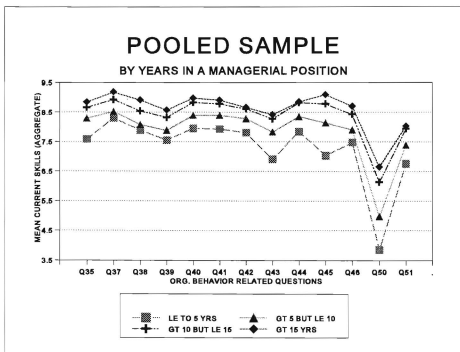
Figure 12
Mean Current Skills (Aggregate) by Years in a Managerial Position

illustrates, and understandably so, that with more years of managerial experience attained, perceived skill becomes higher in all organizational behavior items.

Figure 13 illustrates the converse of this in that with less experience reported by a cohort in managerial experience, the lower their perceived needs are for the identified organizational behavior items. This trend along with the one described above in Figure 12 support the clearly defined deltas generated by these cohorts.
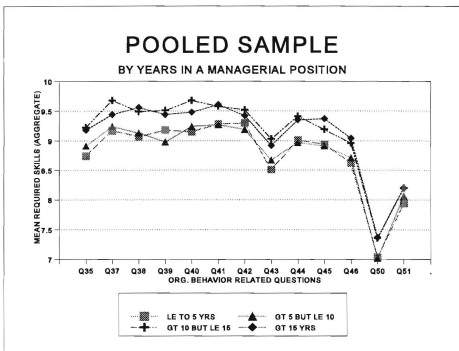
Figure 13
Mean Required Skills (Aggregate) by Years in a Managerial Position

It stands to reason that, as with rank and position held, the more experience an individual attains, the higher their personal skill will become. This enhanced experience also leads to the realization that these organizational behavior skills become more important as the managerial tasks become more complex; a trend that was reflected in the increasing perception of required skill shown in Figure 13. These trends are supported by Appendix E, which shows that the variances of more than half of the aggregate deltas between those with less than or equal to 5 years in a managerial position and those with more than 15 years experience are statistically significant at the 0.05 level, as determined by the TUKEY command of the ANOVA (analysis of variance) operation. No significant variances exist, however, between the two intermediate cohorts (GT 5 BUT LE 10 and GT 10 BUT LE 15) or between the two upper cohorts (GT 10 BUT LE 15 and GT 15 YRS).

C. SURVEY RESPONSES BY ORGANIZATIONAL BEHAVIOR ITEM FOR THOSE RESPONDENTS WITH SHORT COURSE EXPERIENCE

For this section of the study, those survey respondents with short course experience were isolated and then analyzed by corps, rank, position held, and years in managerial positions. As with the pooled sample, aggregate means were generated from the survey responses and analyzed for

significant variances or trends. These means, found in Appendix F, were then converted into a graphic format for ease of use. Initial analysis determined that the aggregate mean responses of those respondents with short course experience did not significantly differ from those of the pooled sample by corps, rank, and position held and therefore are not discussed further. The graphs of these cohorts, however, can be found in Appendices G, H, and I, respectively, complete with demographic characteristics. Figure 14 provides a
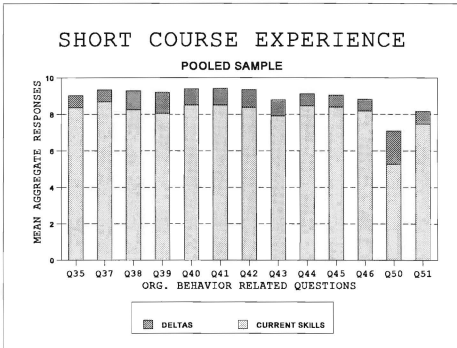
Figure 14
Deltas Between Current and Required Skills (Aggregate) for Respondents with Short Course Experience

graphical representation of the "short course" population's aggregate deltas and perceived current skill means for all organizational behavior survey items. The figure shows that the overall perceptions reflect the same general trends found in Figure 1 for the entire survey population with Managing labor relations (Q50) showing the highest delta.

The "Years in a Managerial Position" cohort, however, warrants further attention. Table 10 presents a demographic breakdown of those respondents with short course experience by years in managerial positions. For comparison, the breakdown by years in a managerial position of the overall survey population (Table 8) is also given.

TABLE 10
SURVEY DEMOGRAPHICS BY YEARS IN A MANAGERIAL POSITION WITH SHORT COURSE EXPERIENCE

Years in a Managerial Position	Frequency	Percent	Pooled Sample Percentages
Less than or equal to 5	62	23.0	30.9
More than 5 but less than or equal to 10	114	42.4	36.3
More than 10 but less than or equal to 15	42	15.6	16.6
More than 15	51	19.0	16.6

N = 269

Figure 15 illustrates graphically the mean aggregate
deltas generated by those with short course experience by
their years in a managerial position for each survey item
related to organizational behavior. The graph shows that for
every item, the cohort with the least amount of managerial
experience exhibits the largest gaps in their perceived
current skills and what they feel is required for their
present position. The other three cohorts exhibit fairly
consistent deltas across all items with the exception of the
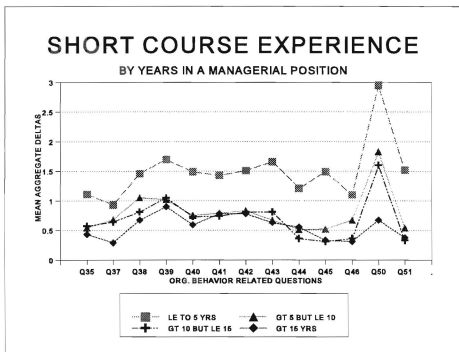
Figure 15
Aggregate Deltas by Years in a Managerial Position for those
Respondents with Short Course Experience

GT 15 YRS cohort indicating a decidedly lower delta in Managing labor relations (Q50). As with all previous analyses, Managing labor relations (Q50) generated the highest deltas for all cohorts with Managing conflict (Q39) generating the second highest. Those items associated with group dynamics and individual behavior consistently generated the lowest gaps.

Figure 16 shows that the LE TO 5 YRS cohort reports having the lowest mean current skill levels for all organizational
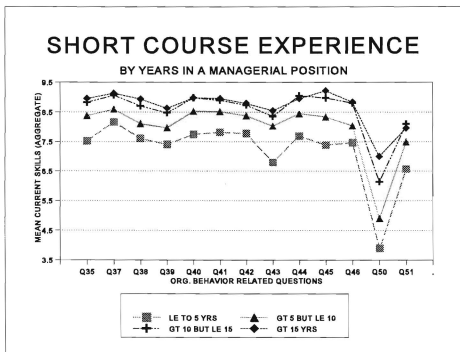
Figure 16
Mean Current Skills (Aggregate) by Years in a Managerial Position for those Respondents with Short Course Experience

behavior items. The figure also shows that as individuals gain more experience in positions of management, they perceive a corresponding increase in these skills. This trend holds constant up through ten years of experience where the figure shows that perceptions level off and become consistent with those respondents reporting more experience.

Figure 17 illustrates that those with less experience in management perceive less of a need for these skills than those with more experience. Also, the general trend is that those

POOLED SAMPLE
BY YEARS IN A MANAGERIAL POSITION
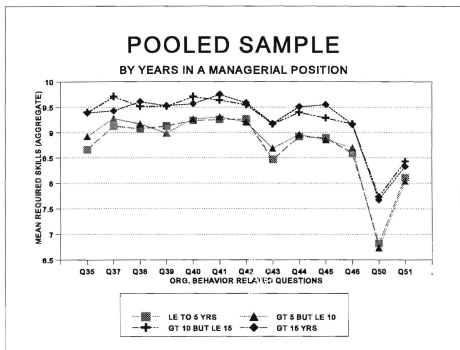
Figure 17
Mean Required Skills (Aggregate) by Years in a Managerial Position for those Respondents with Short Course Experience

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with less than or equal to ten years experience have very similar perceptions of need, whereas those with more than ten years experience perceive the requirements for these organizational behavior items in a comparable manner. This is reasonable because as one gains experience in management, exposure to an entire spectrum of situations is acquired. The spectrum of situations witnessed by those with less experience is more narrow, thus reflecting lower perceived needs. As time passes and experience is earned, the individual becomes increasingly aware of the importance of these skills which is reflected by the mean required skills of the GT 10 BUT LE 15 and GT 15 YRS cohorts.

Table 11 clearly supports placing special emphasis on the "Years in a Managerial Position" cohort for those with short course experience. No other demographic characteristic studied in this analysis of those respondents with short course experience had any statistically significant variances of the mean aggregate deltas. The ten items listed in Table 11, however, showed significant variances when the short course cohort was broken down in this fashion. These significant variances, determined by the TUKEY command of the ANOVA operation, were not confined to being between the LE TO 5 YRS (shown on the table as 1.0) and the GT 15 YRS (shown on the table as 4.0) cohorts either. Rather, they were evident

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between the LE TO 5 YRS cohort and the other three groups with most of the significant variances occuring between the two cohorts with the least managerial experience, the LE TO 5 YRS and the GT 5 BUT LE 10 (shown on the table as 2.0) cohorts. The first column of the table shows which survey item had significant variances. The second column gives information on which two cohorts generated that significant variance and the third column illustrates the difference between the two cohorts' aggregate mean deltas.

The LE TO 5 YRS cohort's deltas varied significantly from the rest of these groups in ten of 13 organizational behavior items. Perhaps this is a reflection of the more junior officers not having been exposed to the increasing complexities and organizational demands associated with more senior positions of management and leadership.

TABLE 11
SIGNIFICANT VARIANCES FOR SHORT COURSE RESPONDENTS BY YEARS IN
A MANAGERIAL POSITION

Years in a Managerial Position			
Organizational Behavior Survey Items	Significance Between Deltas		Difference Between Deltas
Question 38	1.0	4.0	0.7923
Question 39	1.0	2.0	0.6874
Quesiton 40	1.0	2.0	0.7462
	1.0	3.0	0.7601
	1.0	4.0	0.9036
Question 41	1.0	2.0	0.6368
Question 42	1.0	2.0	0.6749
	1.0	4.0	0.7239
Question 43	1.0	2.0	0.9891
	1.0	2.0	1.0283
Question 44	1.0	2.0	0.7043
	1.0	3.0	0.0751
Question 45	1.0	2.0	0.9743
	1.0	3.0	1.1823
	1.0	4.0	1.1585
Question 50	1.0	4.0	2.2842
Question 51	1.0	2.0	0.9807
	1.0	3.0	1.1913
	1.0	4.0	1.1520

D. SURVEY RESPONSES BY ORGANIZATIONAL BEHAVIOR ITEM FOR THOSE
RESPONDENTS WITH NO SHORT COURSE EXPERIENCE

As in the previous section, the survey respondents were
again divided based on short course experience. This time,
those without short course experience were isolated and then
analyzed by corps, rank, position held, and years in
managerial positions. Aggregate means were generated from the
survey responses, which can be found in Appendix J, and then
represented graphically for ease of analysis. The individual
graphs for the corps, rank, position held, and years in
managerial positions cohorts along with demographic
characteristics can be found in Appendices K, L, M, and N
respectively.

Figure 18 provides a graphical representation of the
"without short course" population's aggregate deltas and
perceived current skill means for all organizational behavior
survey items. The figure shows that the overall perceptions
of this group reflect the same general trends observable in
Figure 1 for the entire survey population and in Figure 14
for those respondents with short course experience. Managing
labor relations (Q50) continues to exhibit the highest delta
followed by Understanding the role/scope of the job of CO/XO
(Q45) and Managing conflict (Q39). Those items relating to
group dynamics and individual behavior once again are
characterized by the lowest deltas.

NO SHORT COURSE EXPERIENCE

POOLED SAMPLE
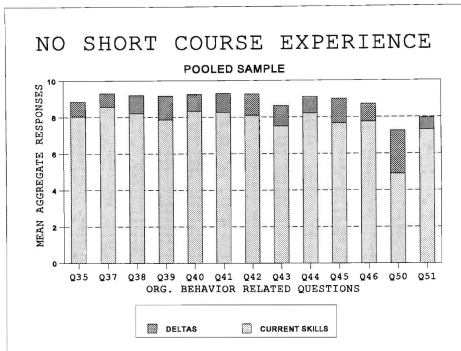
Figure 18
Deltas Between Current and Required Skills (Aggregate) for
Respondents with no Short Course Experience

The TUKEY operation indicated a number of areas that had

statistically significant variances across all cohorts, except

rank, which exhibited no statistically significant

differences. Table 12 illustrates the differences between the

various designators of the corps cohort, giving the same

information as found in Table 11. What is readily apparent is

that any variances of significance between the generated

deltas were between direct care providers, namely doctors and

nurses (and in one instance dentists), and the Medical Service

Corps-Health Care Administration(MSC-HCA) respondents.
Variances demonstrated between the Medical Corps(MC), Nurse
Corps(NC), Dental Corps(DC), and Medical Service Corps-Allied
Health(MSC-AH) were not significant. This indicates that
among those respondents without the benefit of short course
training, MSC-HCAs demonstrate significantly lower
organizational behavior skill gaps in five of the 13 related
survey items. Considering their undergraduate curricula, this
is not surprising.

TABLE 12
SIGNIFICANT VARIANCES BY CORPS OF THOSE RESPONDENTS WITH NO
SHORT COURSE TRAINING

CORPS			
Organizational Behavior Survey Items	Significance Between Deltas		Difference Between Deltas
Question 35	MC	HCA	1.0393
Question 45	MC	HCA	2.3470
	NC	HCA	2.2936
Question 46	NC	HCA	1.5170
Question 50	NC	HCA	3.5170
	MC	HCA	2.9607
	DC	HCA	2.4556
Question 51	NC	HCA	2.1006
	MC	HCA	1.2188

    Table 13 shows the significant variances by organizational
position of those respondents without short course education.

The only significant difference was between the Operational Forces (OPS) cohort and the Commanding Officer (CO) cohort in Understanding the role/scope of the job of CO/XO (Q45).

TABLE 13
SIGNIFICANT VARIANCES BY POSITION HELD FOR THOSE RESPONDENTS WITH NO SHORT COURSE EXPERIENCE

POSITION HELD			
Organizational Behavior Survey Items	Significance Between Deltas		Difference Between Deltas
Question 45	OPS	CO	3.4143

The last cohort to be analyzed in this manner was the "years in a managerial position" cohort with the results of the TUKEY operation displayed in Table 14. Most of the significant variances occur between the LE TO 5 YRS (1.0) cohort and those respondents with more than 10 years of managerial experience, the GT 10 BUT LE 15 (3.0) and GT 15 YRS (4.0) cohorts. In Managing labor relations (Q50), the GT 5 BUT LE 10 (2.0) cohort's delta also varies significantly with those of the two cohorts with more managerial experience.

Given that all respondents in this sub-group of the survey population did not have the benefits of any short course training, the observed variances should not be surprising. By corps, all variances that were significant occured between Medical Service Corps-Health Care Administrators and health care providers (doctors, nurses, and dentists); between those

TABLE 14
SIGNIFICANT VARIANCES BY YEARS IN A MANAGERIAL POSITION FOR
THOSE RESPONDENTS WITH NO SHORT COURSE EXPERIENCE

YEARS IN A MANAGERIAL POSITION			
Organizational Behavior Survey Items	Significance Between Deltas		Difference Between Deltas
Question 35	1.0	4.0	1.0022
Question 43	1.0	4.0	1.2685
Question 45	1.0	3.0	1.6913
	1.0	4.0	2.0262
Question 50	1.0	4.0	2.5521
	1.0	3.0	2.5957
	2.0	4.0	1.7303
	2.0	3.0	1.7739

with previous managerial training and those without. By years
in managerial positions, all significant variances occured
between those with less than 10 years experience in managerial
positions and those with more than 10 years. And by
organizational position, the one item with a significant
difference occured between the Operational Forces cohort and
that of the Commanding Officers.

These trends reflect the two schools of thought on
managerial development in practice: the first being through
trial and error and observation of "role models" and the
second being through education. The "years of managerial
experience" cohorts readily exhibit this first method as there

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exist several significant variances between those with less than ten years experience and those with more. The trend here is that with increasing experience the individual attains in managerial positions, their perceived skill gaps decrease. The organizational position cohort supports this to a small degree in that it is the Commanding Officer position, a position attained after years of successful service, that has the significantly lower deltas. The negative aspect here is that the demands of today's health care environment will not wait the ten plus years for executives to acquire the necessary skills to be truly effective.

The second method of developing executive skills is through education, which is represented by the corps cohort. There are a number of significant variances between health care providers, who traditionally do not receive managerial training, and the MSC-HCA respondents, who follow a curricula with a core of managerial development classes. The result is that the MSC-HCAs perceive significantly smaller skill gaps in a variety of organizational behavior items, implying that educational preparation can reduce the perceived skill deficiencies and lead to enhanced effectiveness. The previous section supports these findings in that none of the cohorts with short course experience exhibited significant variances except the "years in managerial positions" group. This should be expected because these individuals have the dual benefit of

"on-the-job-training" as well as increased managerial
awareness through targeted short course education.

Table 15 provides further evidence that supports this
position. The table shows the results of a TUKEY operation
comparing the mean aggregate deltas of all the designators
ofthe corps cohort *without* short course experience with the
mean aggregate deltas of the same groups *with* short course
experience. This allowed, for instance, those respondents
that are members of the Medical Corps without short course
experience (exp.) to be compared to members of the Nurse Corps
with short course experience or members of the Dental corps
without experience in short course education, or any other
combination. The results of this operation show that for the
indicated organizational behavior items, MSC-HCAs, with or
without short course experience, have significantly lower
deltas, even over other designators with short course
experience and that direct health care providers continue to
exhibit significantly higher deltas over the MSC-HCAs.

TABLE 15
SIGNIFICANT VARIANCES BETWEEN CORPS WITH SHORT COURSE
EXPERIENCE AND CORPS WITH NO SHORT COURSE EXPERIENCE

CORPS			
Organizational Behavior Survey Items	Significance Between Deltas		Difference
Question 35	MC with no exp.	HCA with no exp.	1.0393

Question 45	MC with no exp.	HCA with exp.	1.6817
	MC with no exp.	MC with exp.	1.7442
	MC with no exp.	DC with exp.	1.8021
	MC with no exp.	AH with exp.	2.1026
	MC with no exp.	HCA with no exp.	2.3470
	NC with no exp.	HCA with no exp.	2.2936
Question 46	NC with no exp.	MC with no exp.	1.4005
	NC with no exp.	HCA with no exp.	1.5170
Question 50	NC with no exp.	HCA with exp.	2.8739
	NC with no exp.	HCA with no exp.	3.5170
	MC with no exp.	HCA with exp.	2.3176
	MC with no exp.	HCA with no exp.	2.9607
	DC with no exp.	HCA with no exp.	2.4556
	DC with exp.	HCA with no exp.	1.9404
	MC with exp.	HCA with no exp.	1.6222
Question 51	NC with no exp.	HCA with no exp.	2.1006

V. CONCLUSIONS AND RECOMMENDATIONS

This thesis builds on existing research in an ongoing effort to design and implement an executive management education (EME) program for the Navy's Bureau of Medicine and Surgery. The data for this research was generated from the responses to a survey of senior medical executives developed by a team of faculty members at the Naval Postgraduate School. Specifically, survey items related to organizational behavior were analyzed for identifiable trends by corps, rank, position held, years of managerial experience, and short course experience. This analysis has lead to the following recommendations and conclusions.

A. RESEARCH CONCLUSIONS

1. **The Perceived Current and Required Organizational Behavior Skill Levels for the Survey Population.**

The analysis of the pertinent survey items presented in Figure 1 of Chapter IV illustrates a consistent perceptional difference in what the respondents feel is required for their present position and what they perceive to be their own current skill in the related organizational behavior items. These gaps are present across all items with the largest deltas being identified with Managing labor relations (Q50) and Managing conflict (Q39) and the lowest deltas associated with the group dynamics and individual

behavior skills. In other words, the respondents are indicating that they perceive deficiencies in their organizational behavior skills as their current capabilities consistently fall short of the reported skill requirements for their position.

2. Comparative Trends by Corps

The generated deltas by corps reflected similar characteristics of the overall survey population in that Managing labor relations (Q50) again exhibited the highest delta among all cohorts, except for the Medical Service Corps-Health Care Administration (MSC-HCA), which indicated a larger gap in Managing conflict (Q39). As a group, however, the Nurse Corps (NC) reported significantly larger skill gaps than the other cohorts, especially the MSC-HCAs who reported the smallest deltas of the different corps. These large deltas characteristic of the NC cohort were the result of nurses placing a higher level of significance on the required skills for their position. Their reported current skills paralleled those of the other cohorts. This indicates that, as a group, nurses have higher managerial expectations than the other direct care providers, which may reflect their day-to-day interaction with the customer.

The lower deltas reported by the MSC-HCA cohort are not surprising considering their background and training in areas of management. These lower deltas are a result of higher perceived current skills as their perceived required

skills parallel those of the Medical Corps (MC), Dental Corps (DC), and the Medical Service Corps-Ancillary Health Care Provider (AH). The MSC-HCAs perceived current skills are followed most closely by the NC cohort's perceived current skills. The reason for significant variances between these two cohorts is that the NC cohort indicates a greater requirement for these organizational behavior skills.

3. Comparative Trends by Rank

No statistically significant variances were determined among the rank comparisons. The Admiral (ADM) cohort, however, indicated the largest perceived current and required skill levels and correspondingly the smallest skill gaps while the Captain (CAPT), Commander (CDR), and Lieutenant Commander (LCDR) cohorts differed very little in their perceptions. The higher reported skill values for the ADM cohort is not surprising considering the many diverse organizational positions that must have been successfully navigated for flag rank consideration and selection. During their ascent to their present positions, this cohort was sure to have been faced with some unique challenges that stretched their managerial capabilities. Such incidents enhance the individual's personal skill as well as enlightening them as to the need of that particular skill.

4. Comparative Trends by Position Held

These six cohorts exhibited very similar perceptions across the field of organizational behavior related items.

The overall perceptional trends were consistent with the survey population with the largest deltas again being observed in Managing labor relations (Q50) and the lowest deltas being observed with the items related to group dynamics and individual behavior. Not surprising, the Commanding Officer (CO) cohort generally reported the highest perceived current skill levels and had the lowest associated skill gaps. Perceptions of need were fairly consistent across all organizational position cohorts.

5. Comparative Trends by Years in Managerial Positions

These cohorts exhibited the clearest perceptional differences of all the cohorts examined. A very clear trend exists that shows that the more managerial experience a respondent has, the higher their perceived current and required levels are and the lower their generated skill gaps. Five separate organizational behavior items were determined to have statistically significant variances between those individuals with less than or equal to five years of managerial experience and those with more than 15 years. These trends mirror what was seen with the rank and organizational position cohorts in that the more exposure an individual has to managerial challenges, the greater their appreciation is for the skills involved and the higher their personal skill level becomes.

6. Comparative Trends by Short Course Experience

The survey population was separated into those with short course experience and those without for this part of the analysis. Those groups were then studied by the various cohorts discussed above. The overall response trends still attributed the highest deltas to Managing labor relations (Q50) and the lowest to those items relating to group dynamics and individual behavior. What emerged from these comparisons was the substantiation that managerial education, either through undergraduate work such as the MSC-HCAs pursue or through DOD or DON short courses, can significantly impact an individual's perceived skill levels in much the same way that years of managerial experience can.

In all of the analyses presented above, except for corps, the individual with the highest rank (ADM) or the individual with the most senior billet (CO) or the individual with the most experience (GT 15 YRS) reported the lowest skill gaps across the associated organizational behavior related items. The characteristic all of these have in common is that it takes a great deal of time, a career's worth, to reach that level. Today's complex health care issues will not wait for up and coming senior medical executives to acquire these skills necessary for efficient and effective health care delivery.

The one cohort seemingly unaffected by this time requirement is the MSC-HCA designator. These individuals have

the advantage of devoting their undergraduate studies to the study of basic management techniques and the unique managerial problems of the health care industry. Not every one in the medical system can follow this type of curricula but the data suggest that short course experience can also reduce these self-reported skill gaps. In Section B of Chapter IV, it was shown that only the "years in managerial positions" generated significant variances suggesting that the presence of short course experience among those respondents helped to smooth the perceptional differences and lower the reported organizational behavior skill gaps.

The literature illustrates the special contribution health care providers can make in positions of executive responsibility. Some even argue that the inclusion of these functional specialists is vital if the increasingly complex medical system issues are to be resolved. Since these issues are of immediate concern, clinicians turned executive cannot afford to learn their new profession on-the-job and must rely on appropriate executive education programs to bridge the obvious gaps in their managerial development.

B. RECOMMENDATIONS

The following recommendations are made based on a review of the literature, the analysis provided in Chapter IV, and the conclusions in this chapter:

1. The data consistently indicated the highest deltas in Managing labor relations (Q50). Given the reliance on civilian personnel in military treatment facilities,

prospective medical executives need to understand that handling civilian employees is not the same as dealing with another officer or enlisted personnel. The appropriate skills and possible scenarios should be highlighted during module training.

2. The lowest deltas were consistently associated with group dynamics and individual behavior skills. These skills need to be stressed to ensure the most is being made of them. Command vision needs to incorporate these elements (e.g., teams, developing subordinates, etc.) to capitalize on the talents of the more junior leaders.

3. The highest deltas were consistently associated with cohorts that reported the least amount of experience (e.g., less than or equal to five years in a managerial position, lower organizational position, and the "Other" category in the rank cohort). These individuals should be targeted as early as possible by the EME to help them gain the necessary tools to be effective executives; tools that are normally associated with more experienced administrators.

4. There were 14 different possible short course choices available on the survey instrument with space for additional "write in" courses. These courses need to be reviewed to ensure that their programs of instruction build on existing skills and that there is a recognized progression of executive development.

5. Follow up surveys should be considered in an effort to measure perceptional changes over time and to gauge the relative effectiveness of any instituted development programs.

APPENDIX A

ORGANIZATIONAL BEHAVIOR ITEMS
FROM THE SURVEY INSTRUMENT AS
CATEGORIZED IN APPENDIX C OF REFERENCE 1

Group Dynamics

Question 37. Building Trust
Question 40. Building Teamwork
Question 41. Developing a positive organizational
              climate/culture.
Question 51. Managing multi-cultural diversity in the work
              place.

Individual Behavior

Question 35. Empowering individuals and work groups.
Question 42. Motivating people.
Question 44. Developing subordinates: coaching, teaching,
              mentoring.
Question 46. Promoting innovation and risk taking behavior.

Organizational Design

Question 43. Employing coordinating mechanisms (e.g., teams,
              task forces, ad hoc work groups).
Question 45. Understanding the role/scope of the job of
              CO/XO.

Labor/management Relations

Question 50. Managing labor relations (union negotiations,
              grievances, etc.).

Conflict Resolution

Question 39. Managing conflict.

Managing change/technology

Question 38. Managing change.

**BREAKDOWN OF SHORT COURSE ATTENDEES BY
THE LISTED SHORT COURSES (IN PERCENTAGES)-INDICATES THAT
THOSE RESPONDENTS WITH SHORT COURSE EXPERIENCE
HAVE ATTENDED MULTIPLE COURSES**

N = 476 TAKERS	PCOXO	LMETC	LMETS	LMETI	MANDEV	SLS	SMRC	POMI	IIFHCE	PSA	FMM	PMC	MM
PCOXO-117	X	71	54	22	19	51	75	2	34	3	4	2	0
LMETC-135	61	X	52	23	21	53	77	2	36	1	2	0	1
LMETS-216	29	32	X	35	19	51	74	3	22	4	4	2	3
LMETI-139	19	22	54	X	22	50	54	4	11	7	4	2	2
MANDEV-74	31	39	59	42	X	45	75	3	27	0	4	0	0
SLS-195	31	37	57	35	16	X	70	4	23	5	6	2	4
SMRC-269	33	39	59	28	20	51	X	4	26	3	4	1	3
POMI-16	13	19	44	31	13	44	63	X	19	13	25	0	25
IIFHCE-84	48	57	56	18	23	52	82	4	X	1	2	0	0
PSA-24	13	8	38	42	0	42	29	8	4	X	13	8	17
FMM-22	23	14	41	27	14	50	55	18	9	14	X	18	14
PMC-7	29	0	57	43	0	57	43	0	0	29	57	X	14
MM-12	0	8	50	25	0	58	58	33	0	33	25	8	X

Note: The numbers next to the short courses in the left column indicate the number of respondents from the data set that have attended that course.

SELECTED SHORT COURSE BREAKDOWN BY
CORPS, RANK, AND POSITON HELD

Short Courses Attended by Corps (In %)

(N=424)	PCOXO	LMETS	LMETC	LMETI	MANDEV	SLS	SMRC	IIFHCE
AH	23.33	23.33	26.67	33.33	13.33	26.67	50.00	10.00
DC	29.90	69.07	42.27	28.87	26.80	41.24	69.07	22.68
HCA	25.81	36.56	29.03	32.26	9.68	48.39	51.61	15.05
MC	27.27	40.91	26.62	24.68	15.58	38.96	57.79	17.53
NC	10.00	58.00	10.00	28.00	8.00	44.00	62.00	30.00

Short Courses Attended by Rank (In %)

(N=476)	PCOXO	LMETS	LMETC	LMETI	MANDEV	SLS	SMRC	IIFHCE
ADM	90.00	50.00	70.00	10.00	30.00	70.00	100.00	50.00
CAPT	32.69	55.45	38.46	21.79	16.35	43.59	67.95	25.00
CDR	6.25	34.38	7.29	42.71	11.46	38.54	44.79	1.04
LCDR	0	6.82	0	47.73	9.09	27.27	4.55	0
OTHER	0	18.18	0	72.73	9.09	18.18	9.09	0

Short Courses Attended by Position (In %)

(N=476)	PCOXO	LMETS	LMETC	LMETI	MANDEV	SLS	SMRC	IIFHCE
CO	48.45	55.67	55.67	20.62	16.49	49.48	71.13	24.74
XO	40.28	52.78	48.61	26.39	20.83	47.22	56.94	19.44
DIR	6.43	34.29	7.14	39.29	15.00	37.86	45.71	10.71
DH	11.36	40.91	6.82	31.82	4.55	36.36	43.18	6.82
OPS	31.25	43.75	31.25	25.00	12.50	43.75	68.75	31.25
OTHER	20.75	48.11	26.42	25.47	14.15	34.91	61.32	21.70

AGGREGATE MEANS FOR ALL ORGANIZATIONAL BEHAVIOR ITEMS
BY POOLED SAMPLE, DESIGNATOR, RANK,
POSITION HELD, AND YEARS IN
MANAGERIAL POSITION

POOLED

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
C35QUES	IMPOW IND & WORK GRP/CUR	475	8.2252632	1.6035936	2.0000000	10.0000000
C37QUES	BUILDING TRUST/CUR	474	8.6308017	1.3121568	4.0000000	10.0000000
C38QUES	MANAGING CHANGE/CUR	475	8.2357895	1.4823800	2.0000000	10.0000000
C39QUES	MANAGING CONFLICT/CUR	475	7.9684211	1.6099154	1.0000000	10.0000000
C40QUES	BUILDING TEAMWORK/CUR	473	8.4270613	1.4553624	3.0000000	10.0000000
C41QUES	DEVLP POS ORGAN CLIMAT/CUR	475	8.4021053	1.4143612	2.0000000	10.0000000
C42QUES	MOTIVATING PEOPLE/CUR	475	8.2526316	1.4288204	4.0000000	10.0000000
C43QUES	EMPLY COORD MECHNSM/CUR	475	7.7200000	1.7500814	0	10.0000000
C44QUES	DEVLP SUBORDINATES/CUR	475	8.3578947	1.4735057	3.0000000	10.0000000
C45QUES	UNDRSTND ROLE CO & XO/CUR	475	8.0694737	1.8830284	0	10.0000000
C46QUES	FROM INNOVT & RISK BHVR/CUR	474	7.9936709	1.6875248	2.0000000	10.0000000
C50QUES	MANAGE LABOR RELATIONS/CUR	473	5.1078224	2.6694684	0	10.0000000
C51QUES	MANG MULTI-CULT DIVRSTY/CUR	475	7.3957895	1.8801605	2.0000000	10.0000000

POOLED

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
R35QUES	IMPOW IND & WORK GRP/REQ	475	8.9536842	1.3756326	2.0000000	10.0000000
R37QUES	BUILDING TRUST/REQ	475	9.3284211	1.0481713	4.0000000	10.0000000
R38QUES	MANAGING CHANGE/REQ	475	9.2421053	1.0585775	4.0000000	10.0000000
R39QUES	MANAGING CONFLICT/REQ	475	9.1873684	1.1291349	4.0000000	10.0000000
R40QUES	BUILDING TEAMWORK/REQ	474	9.3270042	1.0325714	4.0000000	10.0000000
R41QUES	DEVLP POS ORGAN CLIMAT/REQ	475	9.3810526	0.9915566	3.0000000	10.0000000
R42QUES	MOTIVATING PEOPLE/REQ	475	9.3115789	1.0790353	2.0000000	10.0000000
R43QUES	EMPLY COORD MECHNSM/REQ	475	9.7242105	1.3877642	0	10.0000000
R44QUES	DEVLP SUBORDINATES/REQ	475	9.1157895	1.2209766	2.0000000	10.0000000
R45QUES	UNDRSTND ROLE CO & XO/REQ	475	9.0400000	1.6802652	0	10.0000000
R46QUES	FROM INNOVT & RISK BHVR/REQ	474	8.7784810	1.3898914	2.0000000	10.0000000
R50QUES	MANAGE LABOR RELATIONS/REQ	473	7.1416490	2.5642215	0	10.0000000
R51QUES	MANG MULTI-CULT DIVRSTY/REQ	475	8.0736842	1.9629592	0	10.0000000

POOLED

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
Q35DELTA	DELTA-IMPOW IND & WORK GR	474	0.7299578	1.5817635	-5.0000000	7.0000000
Q37DELTA	DELTA-BUILDING TRUST	474	0.6976744	1.3370276	-5.0000000	5.0000000
Q38DELTA	DELTA-MANAGING CHANGE	474	1.0084388	1.5194067	-5.0000000	7.0000000
Q39DELTA	DELTA-MANAGING CONFLICT	474	1.2215190	1.7165655	-5.0000000	9.0000000
Q40DELTA	DELTA-BUILDING TEAMWORK	472	0.9025424	1.5068964	-5.0000000	6.0000000
Q41DELTA	DELTA-DEVLP POS ORGAN CLIMAT	474	0.9810127	1.4834030	-5.0000000	7.0000000
Q42DELTA	DELTA-MOTIVATING PEOPLE	474	1.0632911	1.4942464	-5.0000000	6.0000000
Q43DELTA	DELTA-EMPLY COORD MECHNSM	474	1.0084388	1.7142397	-4.0000000	7.0000000
Q44DELTA	DELTA-DEVLP SUBORDINATES	474	0.7594937	1.5226148	-5.0000000	6.0000000
Q45DELTA	DELTA-UNDRSTND ROLE CO & XO	474	0.9725738	2.2575424	-10.0000000	10.0000000
Q46DELTA	DELTA-FROM INNOVT & RISK BHVR	473	0.7864693	1.7194263	-5.0000000	7.0000000
Q50DELTA	DELTA-MANAGE LABOR RELATIONS	472	2.0487288	2.9177978	-7.0000000	10.0000000
Q51DELTA	DELTA-MANG MULTI-CULT DIVRSTY	472	0.6814346	2.0162640	-9.0000000	9.0000000

```
DESIGNATOR = ' '

Variable  Label                          N        Mean        Std Dev       Minimum      Maximum
-----------------------------------------------------------------------------------------------------
C35QUES   IMPOWR IND & WORK GRP/CUR       52    8.3653846    1.3580385     5.0000000    10.0000000
C37QUES   BUILDING TRUST/CUR              52    8.7115385    1.2577063     5.0000000    10.0000000
C38QUES   MANAGING CHANGE/CUR             52    8.4230769    1.3335219     5.0000000    10.0000000
C39QUES   MANAGING CONFLICT/CUR           52    8.2115385    1.4994972     4.0000000    10.0000000
C40QUES   BUILDING TEAMWORK/CUR           51    8.4901961    1.4334929     5.0000000    10.0000000
C41QUES   DEVLP POS ORGAN CLIMAT/CUR      52    8.4423077    1.3197365     5.0000000    10.0000000
C42QUES   MOTIVATING PEOPLE/CUR           52    8.1923077    1.5970372     4.0000000    10.0000000
C43QUES   EMPLY COORD MECHNSM/CUR         52    7.9230769    1.5191091     5.0000000    10.0000000
C44QUES   DEVLP SUBORDINATES/CUR          52    8.3269231    1.3535886     5.0000000    10.0000000
C45QUES   UNDRSTND ROLE CO & XO/CUR       52    8.4038462    1.5115194     4.0000000    10.0000000
C46QUES   FROM INNOVT & RISK BHVR/CUR     52    8.1153846    1.5016406     5.0000000    10.0000000
C50QUES   MANAGE LABOR RELATIONS/CUR      52    5.2540020    2.9315057         0        10.0000000
C51QUES   MANG MULTI-CULT DIVRSTY/CUR     52    7.2500000    1.8563616     2.0000000    10.0000000


DESIGNATOR = MC

Variable  Label                          N        Mean        Std Dev       Minimum      Maximum
-----------------------------------------------------------------------------------------------------
C35QUES   IMPOWR IND & WORK GRP/CUR      153    7.9346405    1.8484460     2.0000000    10.0000000
C37QUES   BUILDING TRUST/CUR            153    8.6013072    1.1828816     5.0000000    10.0000000
C38QUES   MANAGING CHANGE/CUR           153    8.1633987    1.4888070     2.0000000    10.0000000
C39QUES   MANAGING CONFLICT/CUR         153    7.7908497    1.6648597     1.0000000    10.0000000
C40QUES   BUILDING TEAMWORK/CUR         153    8.2810458    1.5063791     3.0000000    10.0000000
C41QUES   DEVLP POS ORGAN CLIMAT/CUR    153    8.2222222    1.4744411     2.0000000    10.0000000
C42QUES   MOTIVATING PEOPLE/CUR         153    8.1503268    1.4316500     4.0000000    10.0000000
C43QUES   EMPLY COORD MECHNSM/CUR       153    7.5555556    1.8349275         0        10.0000000
C44QUES   DEVLP SUBORDINATES/CUR        153    8.1045752    1.6106692     3.0000000    10.0000000
C45QUES   UNDRSTND ROLE CO & XO/CUR     153    7.5163399    2.1123125         0        10.0000000
C46QUES   FROM INNOVT & RISK BHVR/CUR   153    7.7894737    1.7741021     3.0000000    10.0000000
C50QUES   MANAGE LABOR RELATIONS/CUR    153    4.3660013    2.5941673         0        10.0000000
C51QUES   MANG MULTI-CULT DIVRSTY/CUR   153    7.0849673    1.9666553     2.0000000    10.0000000


DESIGNATOR = DC

Variable  Label                          N        Mean        Std Dev       Minimum      Maximum
-----------------------------------------------------------------------------------------------------
C35QUES   IMPOWR IND & WORK GRP/CUR       97    8.1114021    1.6948223     3.0000000    10.0000000
C37QUES   BUILDING TRUST/CUR              97    8.3814433    1.5575308     4.0000000    10.0000000
C38QUES   MANAGING CHANGE/CUR             97    7.8865979    1.6575351     3.0000000    10.0000000
C39QUES   MANAGING CONFLICT/CUR           97    7.6907216    1.7100245     3.0000000    10.0000000
C40QUES   BUILDING TEAMWORK/CUR           97    8.1443299    1.6582476     4.0000000    10.0000000
C41QUES   DEVLP POS ORGAN CLIMAT/CUR      97    8.2886598    1.6263377     4.0000000    10.0000000
C42QUES   MOTIVATING PEOPLE/CUR           97    8.0103093    1.4964879     4.0000000    10.0000000
C43QUES   EMPLY COORD MECHNSM/CUR         97    7.1340206    1.9452338         0        10.0000000
C44QUES   DEVLP SUBORDINATES/CUR          97    8.1752977    1.6202515     4.0000000    10.0000000
C45QUES   UNDRSTND ROLE CO & XO/CUR       97    8.2474227    1.8542234     2.0000000    10.0000000
C46QUES   FROM INNOVT & RISK BHVR/CUR     97    7.7525773    1.9631673     2.0000000    10.0000000
C50QUES   MANAGE LABOR RELATIONS/CUR      96    3.7708333    2.4601205         0         8.0000000
C51QUES   MANG MULTI-CULT DIVRSTY/CUR     97    7.3711340    1.7097733     3.0000000    10.0000000


DESIGNATOR = NC

Variable  Label                          N        Mean        Std Dev       Minimum      Maximum
-----------------------------------------------------------------------------------------------------
C35QUES   IMPOWR IND & WORK GRP/CUR       50    8.5000000    1.4880476     3.0000000    10.0000000
C37QUES   BUILDING TRUST/CUR              50    8.8800000    1.3498299     5.0000000    10.0000000
C38QUES   MANAGING CHANGE/CUR             50    8.4200000    1.5530089     4.0000000    10.0000000
C39QUES   MANAGING CONFLICT/CUR           50    8.2400000    1.6358235     4.0000000    10.0000000
C40QUES   BUILDING TEAMWORK/CUR           50    8.7200000    1.2623270     6.0000000    10.0000000
C41QUES   DEVLP POS ORGAN CLIMAT/CUR      50    8.6600000    1.2874591     5.0000000    10.0000000
C42QUES   MOTIVATING PEOPLE/CUR           50    8.4400000    1.4165206     5.0000000    10.0000000
C43QUES   EMPLY COORD MECHNSM/CUR         50    8.2400000    1.7444957     3.0000000    10.0000000
C44QUES   DEVLP SUBORDINATES/CUR          50    8.6600000    1.4677600     5.0000000    10.0000000
C45QUES   UNDRSTND ROLE CO & XO/CUR       50    7.3800000    1.9680095     1.0000000    10.0000000
C46QUES   FROM INNOVT & RISK BHVR/CUR     50    8.1400000    1.6538144     4.0000000    10.0000000
C50QUES   MANAGE LABOR RELATIONS/CUR      50    5.6200000    2.3723750         0        10.0000000
C51QUES   MANG MULTI-CULT DIVRSTY/CUR     50    7.6400000    1.8599978     3.0000000    10.0000000
```

DESIGNATOR = HCA

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
C35QUES	IMPOWR IND & WORK GRP/CUR	93	8.5268817	1.2903606	5.0000000	10.0000000
C37QUES	BUILDING TRUST/CUR	93	7.7956989	1.2385049	4.0000000	10.0000000
C38QUES	MANAGING CHANGE/CUR	93	8.4838710	1.3482106	4.0000000	10.0000000
C39QUES	MANAGING CONFLICT/CUR	93	8.2365591	1.4400925	4.0000000	10.0000000
C40QUES	BUILDING TEAMWORK/CUR	93	8.7204301	1.2191015	4.0000000	10.0000000
C41QUES	DEVLP POS ORGAN CLIMAT/CUR	93	8.6881720	1.1700845	4.0000000	10.0000000
C42QUES	MOTIVATING PEOPLE/CUR	93	8.5483871	1.2555627	4.0000000	10.0000000
C43QUES	EMPLY COORD MECHNSM/CUR	93	8.0752688	1.3532293	4.0000000	10.0000000
C44QUES	DEVLP SUBORDINATES/CUR	93	8.6236559	1.2328297	5.0000000	10.0000000
C45QUES	UNDRSTND ROLE CO & XO/CUR	93	8.6021151	1.0953219	6.0000000	10.0000000
C46QUES	FROM INNOVT & RISK BHVR/CUR	93	8.4623656	1.2472504	4.0000000	10.0000000
C50QUES	MANAGE LABOR RELATIONS/CUR	93	6.5483871	2.2337146	0	10.0000000
C51QUES	MANG MULTI-CULT DIVRSTY/CUR	93	7.8279570	1.8155348	3.0000000	10.0000000

DESIGNATOR = AH'

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
C35QUES	IMPOWR IND & WORK GRP/CUR	30	8.4333333	1.1651057	6.0000000	10.0000000
C37QUES	BUILDING TRUST/CUR	29	8.5172414	1.2711269	6.0000000	10.0000000
C38QUES	MANAGING CHANGE/CUR	30	8.3333333	1.2129569	5.0000000	10.0000000
C39QUES	MANAGING CONFLICT/CUR	30	8.0666667	1.4840144	5.0000000	10.0000000
C40QUES	BUILDING TEAMWORK/CUR	29	8.5862069	1.3233410	5.0000000	10.0000000
C41QUES	DEVLP POS ORGAN CLIMAT/CUR	30	8.3000000	1.3169976	5.0000000	10.0000000
C42QUES	MOTIVATING PEOPLE/CUR	30	8.4333333	1.3047218	6.0000000	10.0000000
C43QUES	EMPLY COORD MECHNSM/CUR	30	8.1333333	1.5698305	5.0000000	10.0000000
C44QUES	DEVLP SUBORDINATES/CUR	30	8.5000000	1.2525835	5.0000000	10.0000000
C45QUES	UNDRSTND ROLE CO & XO/CUR	30	8.4333333	1.9771685	2.0000000	10.0000000
C46QUES	FROM INNOVT & RISK BHVR/CUR	30	8.4000000	1.6049492	4.0000000	10.0000000
C50QUES	MANAGE LABOR RELATIONS/CUR	30	5.2000000	2.6961019	0	10.0000000
C51QUES	MANG MULTI-CULT DIVRSTY/CUR	30	7.5666667	2.0457413	2.0000000	10.0000000

DESIGNATOR = 'L'

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
R35QUES	IMPOWR IND & WORK GRP/REQ	52	8.7884615	1.4731125	3.0000000	10.0000000
R37QUES	BUILDING TRUST/REQ	52	9.2500000	1.0641207	6.0000000	10.0000000
R38QUES	MANAGING CHANGE/REQ	52	9.2500000	1.1525760	6.0000000	10.0000000
R39QUES	MANAGING CONFLICT/REQ	52	9.2500000	1.1861125	6.0000000	10.0000000
R40QUES	BUILDING TEAMWORK/REQ	51	9.2352941	1.2423886	4.0000000	10.0000000
R41QUES	DEVLP POS ORGAN CLIMAT/REQ	52	9.3269231	1.0236642	6.0000000	10.0000000
R42QUES	MOTIVATING PEOPLE/REQ	52	9.1346154	1.4954683	2.0000000	10.0000000
R43QUES	EMPLY COORD MECHNSM/REQ	52	8.6534662	1.7021856	2.0000000	10.0000000
R44QUES	DEVLP SUBORDINATES/REQ	52	9.0384662	1.4315714	4.0000000	10.0000000
R45QUES	UNDRSTND ROLE CO & XO/REQ	52	8.8653846	1.6212903	3.0000000	10.0000000
R46QUES	FROM INNOVV & RISK BHVR/REQ	52	8.6923077	1.3653766	5.0000000	10.0000000
R50QUES	MANAGE LABOR RELATIONS/REQ	51	7.1176471	2.9505732	0	10.0000000
R51QUES	MANG MULTI-CULT DIVRSTY/REQ	52	7.6538462	2.5039938	0	10.0000000

DESIGNATOR = MC

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
R35QUES	IMPOWR IND & WORK GRP/REQ	154	8.8766234	1.5138918	2.0000000	10.0000000
R37QUES	BUILDING TRUST/REQ	154	9.3181818	0.9881953	5.0000000	10.0000000
R38QUES	MANAGING CHANGE/REQ	154	9.2402597	0.9970885	6.0000000	10.0000000
R39QUES	MANAGING CONFLICT/REQ	154	9.1883117	1.0892792	5.0000000	10.0000000
R40QUES	BUILDING TEAMWORK/REQ	154	9.2402597	1.0419639	5.0000000	10.0000000
R41QUES	DEVLP POS ORGAN CLIMAT/REQ	154	9.3441558	0.9244668	6.0000000	10.0000000
R42QUES	MOTIVATING PEOPLE/REQ	154	9.3636364	0.8989331	6.0000000	10.0000000
R43QUES	EMPLY COORD MECHNSM/REQ	154	8.7532468	1.3543041	0	10.0000000
R44QUES	DEVLP SUBORDINATES/REQ	154	9.0584416	1.2536848	2.0000000	10.0000000
R45QUES	UNDRSTND ROLE CO & XO/REQ	154	8.8896104	1.7056679	0	10.0000000
R46QUES	FROM INNOVV & RISK BHVR/REQ	153	8.5490196	1.5215175	2.0000000	10.0000000
R50QUES	MANAGE LABOR RELATIONS/REQ	154	7.3896104	2.4529872	0	10.0000000
R51QUES	MANG MULTI-CULT DIVRSTY/REQ	154	7.9805195	1.9917174	0	10.0000000

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DESIGNATOR = DC

Variable   Label                            N        Mean      Std Dev       Minimum       Maximum
---------------------------------------------------------------------------------------------------
R35QUES    IMPOWR IND & WORK GRP/REQ        97   8.6804124    1.3810201     3.0000000    10.0000000
R37QUES    BUILDING TRUST/REQ              97   9.1237113    1.2437991     4.0000000    10.0000000
R38QUES    MANAGING CHANGE/REQ             97   9.9381443    1.3214136     4.0000000    10.0000000
R39QUES    MANAGING CONFLICT/REQ           97   8.8762887    1.3405357     4.0000000    10.0000000
R40QUES    BUILDING TEAMWORK/REQ           97   9.2061856    1.1541424     4.0000000    10.0000000
R41QUES    DEVLP POS ORGAN CLIMAT/REQ      97   9.2061856    1.1174575     4.0000000    10.0000000
R42QUES    MOTIVATING PEOPLE/REQ           97   9.1752577    1.1274077     4.0000000    10.0000000
R43QUES    EMPLY COORD MECHNSM/REQ         97   8.3195876    1.5107007     3.0000000    10.0000000
R44QUES    DEVLP SUBORDINATES/REQ          97   9.0000000    1.1814539     6.0000000    10.0000000
R45QUES    UNDRSTND ROLE CO & XO/REQ       97   9.0000000    1.7736497             0    10.0000000
R46QUES    PROM INNOVT & RISK BHVR/REQ     97   8.6082474    1.4329217     4.0000000    10.0000000
R50QUES    MANAGE LABOR RELATIONS/REQ      96   6.2500000    2.6596399             0    10.0000000
R51QUES    MANG MULTI-CULT DIVRSTY/REQ     97   8.1134021    1.4921760     4.0000000    10.0000000


DESIGNATOR = NC

Variable   Label                            N        Mean      Std Dev       Minimum       Maximum
---------------------------------------------------------------------------------------------------
R35QUES    IMPOWR IND & WORK GRP/REQ        50   9.7800000    0.5454824     8.0000000    10.0000000
R37QUES    BUILDING TRUST/REQ              50   9.9200000    0.3404679     8.0000000    10.0000000
R38QUES    MANAGING CHANGE/REQ             50   9.7800000    0.5454824     8.0000000    10.0000000
R39QUES    MANAGING CONFLICT/REQ           50   9.7400000    0.5646021     8.0000000    10.0000000
R40QUES    BUILDING TEAMWORK/REQ           50   9.8600000    0.4522055     8.0000000    10.0000000
R41QUES    DEVLP POS ORGAN CLIMAT/REQ      50   9.9200000    0.3404679     8.0000000    10.0000000
R42QUES    MOTIVATING PEOPLE/REQ           50   9.7400000    0.5646021     8.0000000    10.0000000
R43QUES    EMPLY COORD MECHNSM/REQ         50   9.3600000    1.2249115     3.0000000    10.0000000
R44QUES    DEVLP SUBORDINATES/REQ          50   9.5400000    1.1642638     5.0000000    10.0000000
R45QUES    UNDRSTND ROLE CO & XO/REQ       50   9.2800000    2.0607112             0    10.0000000
R46QUES    PROM INNOVT & RISK BHVR/REQ     50   9.6800000    0.9570362     4.0000000    10.0000000
R50QUES    MANAGE LABOR RELATIONS/REQ      50   8.1400000    2.3905426             0    10.0000000
R51QUES    MANG MULTI-CULT DIVRSTY/REQ     50   8.8800000    1.6738078     3.0000000    10.0000000


DESIGNATOR = HCA

Variable   Label                            N        Mean      Std Dev       Minimum       Maximum
---------------------------------------------------------------------------------------------------
R35QUES    IMPOWR IND & WORK GRP/REQ        93   9.9569892    1.3344432     3.0000000    10.0000000
R37QUES    BUILDING TRUST/REQ              93   9.3010753    1.1012340     5.0000000    10.0000000
R38QUES    MANAGING CHANGE/REQ             93   9.3010753    0.9530836     6.0000000    10.0000000
R39QUES    MANAGING CONFLICT/REQ           93   9.1720430    1.3384931     6.0000000    10.0000000
R40QUES    BUILDING TEAMWORK/REQ           93   9.3548387    0.9165763     6.0000000    10.0000000
R41QUES    DEVLP POS ORGAN CLIMAT/REQ      93   9.3870968    1.1036723     3.0000000    10.0000000
R42QUES    MOTIVATING PEOPLE/REQ           93   9.2580645    1.2238857     4.0000000    10.0000000
R43QUES    EMPLY COORD MECHNSM/REQ         93   8.7849462    1.1214263     6.0000000    10.0000000
R44QUES    DEVLP SUBORDINATES/REQ          93   9.2473118    1.1348010     4.0000000    10.0000000
R45QUES    UNDRSTND ROLE CO & XO/REQ       93   9.2258065    1.4827195     2.0000000    10.0000000
R46QUES    PROM INNOVT & RISK BHVR/REQ     93   9.9139785    2.2127575     4.0000000    10.0000000
R50QUES    MANAGE LABOR RELATIONS/REQ      93   7.2580645    2.3026602             0    10.0000000
R51QUES    MANG MULTI-CULT DIVRSTY/REQ     93   8.0107527    2.0296424             0    10.0000000


DESIGNATOR = AH

Variable   Label                            N        Mean      Std Dev       Minimum       Maximum
---------------------------------------------------------------------------------------------------
R35QUES    IMPOWR IND & WORK GRP/REQ        29   9.1379310    1.0255360     7.0000000    10.0000000
R37QUES    BUILDING TRUST/REQ              29   9.2758621    0.9597624     7.0000000    10.0000000
R38QUES    MANAGING CHANGE/REQ             29   9.1379310    0.8752199     7.0000000    10.0000000
R39QUES    MANAGING CONFLICT/REQ           29   9.2068966    0.8185052     8.0000000    10.0000000
R40QUES    BUILDING TEAMWORK/REQ           29   9.3448276    1.0098042     7.0000000    10.0000000
R41QUES    DEVLP POS ORGAN CLIMAT/REQ      29   9.3103448    0.9674506     7.0000000    10.0000000
R42QUES    MOTIVATING PEOPLE/REQ           29   9.2413793    0.9507581     7.0000000    10.0000000
R43QUES    EMPLY COORD MECHNSM/REQ         29   8.7586207    1.1848801     6.0000000    10.0000000
R44QUES    DEVLP SUBORDINATES/REQ          29   9.0344828    0.9813592     7.0000000    10.0000000
R45QUES    UNDRSTND ROLE CO & XO/REQ       29   9.2758621    1.0985884     6.0000000    10.0000000
R46QUES    PROM INNOVT & RISK BHVR/REQ     29   8.7241379    1.1306304     6.0000000    10.0000000
R50QUES    MANAGE LABOR RELATIONS/REQ      29   6.7241379    2.4333480             0    10.0000000
R51QUES    MANG MULTI-CULT DIVRSTY/REQ     29   8.0000000    2.1213203     1.0000000    10.0000000
```

DESIGNATOR = ' '

Variable	Label	N	Mean	Std Dev	Minimum	Maxim
Q35DELTA	DELTA-IMPOWR IND & WORK GRP	52	0.4230769	1.7074939	-4.0000000	4.00000
Q37DELTA	DELTA-BUILDING TRUST	52	0.5384615	1.3352174	-3.0000000	4.00000
Q38DELTA	DELTA-MANAGING CHANGE	52	0.8269231	1.4782230	-3.0000000	4.00000
Q39DELTA	DELTA-MANAGING CONFLICT	52	1.0384615	1.6915191	-3.0000000	5.00000
Q40DELTA	DELTA-BUILDING TEAMWORK	51	0.7450980	1.4811231	-3.0000000	4.00000
Q41DELTA	DELTA-DEVLP POS ORGAN CLIMAT	52	0.8846154	1.4369609	-4.0000000	4.00000
Q42DELTA	DELTA-MOTIVATING PEOPLE	52	0.9423077	1.5769599	-4.0000000	4.00000
Q43DELTA	DELTA-EMPLY COORD MECHNSM	52	0.7307692	1.6102050	-4.0000000	4.00000
Q44DELTA	DELTA-DEVLP SUBORDINATES	52	0.5769231	1.5383484	-5.0000000	4.00000
Q45DELTA	DELTA-UNDRSTND ROLE CO & XO	52	0.4615385	1.7982730	-6.0000000	4.00000
Q46DELTA	DELTA-PROM INNOVT & RISK BHVR	52	0.5769231	1.6843705	-6.0000000	3.00000
Q50DELTA	DELTA-MANAGE LABOR RELATIONS	51	1.8627451	3.2374039	-4.0000000	9.00000
Q51DELTA	DELTA-MANG MULTI-CULT DIVRSTY	52	0.4038462	1.9226168	-4.0000000	5.00000

DESIGNATOR = MC

Variable	Label	N	Mean	Std Dev	Minimum	Maxim
Q35DELTA	DELTA-IMPOWR IND & WORK GRP	153	0.9346405	1.6127502	-3.0000000	5.00000
Q37DELTA	DELTA-BUILDING TRUST	153	0.7124183	1.1278368	-2.0000000	5.00000
Q38DELTA	DELTA-MANAGING CHANGE	153	1.0718954	1.4604639	-2.0000000	7.00000
Q39DELTA	DELTA-MANAGING CONFLICT	153	1.3921569	1.7138572	-4.0000000	9.00000
Q40DELTA	DELTA-BUILDING TEAMWORK	153	0.9607843	1.4275593	-3.0000000	6.00000
Q41DELTA	DELTA-DEVLP POS ORGAN CLIMAT	153	1.1176471	1.5041223	-3.0000000	7.00000
Q42DELTA	DELTA-MOTIVATING PEOPLE	153	1.2156863	1.3904807	-2.0000000	6.00000
Q43DELTA	DELTA-EMPLY COORD MECHNSM	153	1.1960784	1.7170156	-4.0000000	7.00000
Q44DELTA	DELTA-DEVLP SUBORDINATES	153	0.9477124	1.5466043	-3.0000000	5.00000
Q45DELTA	DELTA-UNDRSTND ROLE CO & XO	153	1.3660131	2.5822054	-10.0000000	10.00000
Q46DELTA	DELTA-PROM INNOVT & RISK BHVR	152	0.7500000	1.7834695	-5.0000000	5.00000
Q50DELTA	DELTA-MANAGE LABOR RELATIONS	153	2.5686275	2.9686181	-7.0000000	9.00000
Q51DELTA	DELTA-MANG MULTI-CULT DIVRSTY	153	0.8888889	2.1750849	-9.0000000	6.00000

DESIGNATOR = DC

Variable	Label	N	Mean	Std Dev	Minimum	Maxim
Q35DELTA	DELTA-IMPOWR IND & WORK GRP	97	0.5670103	1.6260075	-5.0000000	6.00000
Q37DELTA	DELTA-BUILDING TRUST	97	0.7422680	1.4809791	-5.0000000	6.00000
Q38DELTA	DELTA-MANAGING CHANGE	97	1.0515464	1.7581426	-5.0000000	6.00000
Q39DELTA	DELTA-MANAGING CONFLICT	97	1.1855670	1.9489842	-5.0000000	6.00000
Q40DELTA	DELTA-BUILDING TEAMWORK	97	1.0618557	1.8864342	-5.0000000	6.00000
Q41DELTA	DELTA-DEVLP POS ORGAN CLIMAT	97	0.9175258	1.6562389	-5.0000000	6.00000
Q42DELTA	DELTA-MOTIVATING PEOPLE	97	1.1649485	1.7893226	-5.0000000	6.00000
Q43DELTA	DELTA-EMPLY COORD MECHNSM	97	1.1855670	1.9328837	-4.0000000	7.00000
Q44DELTA	DELTA-DEVLP SUBORDINATES	97	0.8247423	1.5812067	-3.0000000	6.00000
Q45DELTA	DELTA-UNDRSTND ROLE CO & XO	97	0.7525773	2.2127986	-10.0000000	8.00000
Q46DELTA	DELTA-PROM INNOVT & RISK BHVR	97	0.8556701	1.8874017	-4.0000000	7.00000
Q50DELTA	DELTA-MANAGE LABOR RELATIONS	96	2.4791667	2.6949433	-5.0000000	10.00000
Q51DELTA	DELTA-MANG MULTI-CULT DIVRSTY	97	0.7422680	1.7946010	-6.0000000	6.00000

DESIGNATOR = NC

Variable	Label	N	Mean	Std Dev	Minimum	Maxim
Q35DELTA	DELTA-IMPOWR IND & WORK GRP	50	1.2800000	1.4291427	0	7.00000
Q37DELTA	DELTA-BUILDING TRUST	50	1.0400000	1.2447441	0	4.00000
Q38DELTA	DELTA-MANAGING CHANGE	50	1.3600000	1.5354319	0	5.00000
Q39DELTA	DELTA-MANAGING CONFLICT	50	1.5000000	1.4742691	0	5.00000
Q40DELTA	DELTA-BUILDING TEAMWORK	50	1.1400000	1.3402711	-2.0000000	4.00000
Q41DELTA	DELTA-DEVLP POS ORGAN CLIMAT	50	1.6000000	1.3523977	-1.0000000	5.00000
Q42DELTA	DELTA-MOTIVATING PEOPLE	50	1.3000000	1.2494897	0	4.00000
Q43DELTA	DELTA-EMPLY COORD MECHNSM	50	1.1200000	1.7099946	-4.0000000	4.00000
Q44DELTA	DELTA-DEVLP SUBORDINATES	50	0.6000000	1.5118579	-4.0000000	4.00000
Q45DELTA	DELTA-UNDRSTND ROLE CO & XO	50	1.9000000	2.4681646	-8.0000000	9.00000
Q46DELTA	DELTA-PROM INNOVT & RISK BHVR	50	1.5400000	1.5414014	-2.0000000	5.00000
Q50DELTA	DELTA-MANAGE LABOR RELATIONS	50	2.5200000	2.8373601	-6.0000000	8.00000
Q51DELTA	DELTA-MANG MULTI-CULT DIVRSTY	50	1.2400000	1.8245491	-3.0000000	7.00000

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DESIGNATOR = HCA

Variable    Label                              N         Mean        Std Dev       Minimum       Maximum
------------------------------------------------------------------------------------------------------------
Q35DELTA    DELTA-IMPOWR IND & WORK GRP        93      0.4301075     1.4992596    -5.0000000     5.0000000
Q37DELTA    DELTA-BUILDING TRUST               93      0.5053763     1.4417958    -4.0000000     4.0000000
Q38DELTA    DELTA-MANAGING CHANGE              93      0.8172043     1.3428250    -3.0000000     5.0000000
Q39DELTA    DELTA-MANAGING CONFLICT            93      0.9354839     1.6405623    -4.0000000     6.0000000
Q40DELTA    DELTA-BUILDING TEAMWORK            93      0.6344086     1.3252149    -3.0000000     5.0000000
Q41DELTA    DELTA-DEVLP POS ORGAN CLIMAT       93      0.6989247     1.3814371    -4.0000000     4.0000000
Q42DELTA    DELTA-MOTIVATING PEOPLE            93      0.7096774     1.3954947    -4.0000000     5.0000000
Q43DELTA    DELTA-EMPLY COORD MECHNSM          93      0.7096774     1.4933231    -4.0000000     4.0000000
Q44DELTA    DELTA-DEVLP SUBORDINATES           93      0.6236559     1.4439829    -4.0000000     5.0000000
Q45DELTA    DELTA-UNDRSTND ROLE CO & XO        93      0.3655914     1.6667134    -8.0000000     4.0000000
Q46DELTA    DELTA-PROM INNOVT & RISK BHVR      93      0.4516129     1.4559931    -5.0000000     4.0000000
Q50DELTA    DELTA-MANAGE LABOR RELATIONS       93      0.7096774     2.4653276    -7.0000000     6.0000000
Q51DELTA    DELTA-MANG MULTI-CULT DIVRSTY      93      0.1827957     2.0480438    -9.0000000     5.0000000
------------------------------------------------------------------------------------------------------------

DESIGNATOR = AH

Variable    Label                              N         Mean        Std Dev       Minimum       Maximum
------------------------------------------------------------------------------------------------------------
Q35DELTA    DELTA-IMPOWR IND & WORK GRP        29      0.7586207     1.2146479    -2.0000000     4.0000000
Q37DELTA    DELTA-BUILDING TRUST               28      0.7857143     1.6183472    -3.0000000     4.0000000
Q38DELTA    DELTA-MANAGING CHANGE              29      1.2068966     1.5288683    -2.0000000     5.0000000
Q39DELTA    DELTA-MANAGING CONFLICT            29      1.2068966     1.5207919    -2.0000000     5.0000000
Q40DELTA    DELTA-BUILDING TEAMWORK            28      0.7857143     1.2868895    -2.0000000     4.0000000
Q41DELTA    DELTA-DEVLP POS ORGAN CLIMAT       29      1.0689655     1.3074248    -1.0000000     4.0000000
Q42DELTA    DELTA-MOTIVATING PEOPLE            29      0.8620690     1.3555215    -2.0000000     4.0000000
Q43DELTA    DELTA-EMPLY COORD MECHNSM          29      0.6896552     1.6712580    -2.0000000     5.0000000
Q44DELTA    DELTA-DEVLP SUBORDINATES           29      0.5862069     1.4272161    -2.0000000     4.0000000
Q45DELTA    DELTA-UNDRSTND ROLE CO & XO        29      0.8965517     1.7797437    -3.0000000     7.0000000
Q46DELTA    DELTA-PROM INNOVT & RISK BHVR      29      0.8965517     1.6332445    -2.0000000     5.0000000
Q50DELTA    DELTA-MANAGE LABOR RELATIONS       29      1.6896552     3.0484592    -5.0000000    10.0000000
Q51DELTA    DELTA-MANG MULTI-CULT DIVRSTY      29      0.5172414     1.9387162    -5.0000000     6.0000000
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GRADE = ' '

Variable    Label                              N         Mean        Std Dev       Minimum       Maximum
------------------------------------------------------------------------------------------------------------
Q35QUES     IMPOWR IND & WORK GRP/CUR           3      8.6666667     0.5773503     8.0000000     9.0000000
Q37QUES     BUILDING TRUST/CUR                  3      9.3333333     0.5773503     9.0000000    10.0000000
Q38QUES     MANAGING CHANGE/CUR                 3      8.3333333     0.5773503     8.0000000     9.0000000
Q39QUES     MANAGING CONFLICT/CUR               3      7.3333333     2.0816662     5.0000000     9.0000000
Q40QUES     BUILDING TEAMWORK/CUR               2      8.0000000     0             8.0000000     8.0000000
Q41QUES     DEVLP POS ORGAN CLIMAT/CUR          3      8.6666667     0.5773503     8.0000000     9.0000000
Q42QUES     MOTIVATING PEOPLE/CUR               3      8.0000000     1.7320508     6.0000000     9.0000000
Q43QUES     EMPLY COORD MECHNSM/CUR             3      7.6666667     1.5275252     6.0000000     9.0000000
Q44QUES     DEVLP SUBORDINATES/CUR              3      9.3333333     0.5773503     9.0000000    10.0000000
Q45QUES     UNDRSTND ROLE CO & XO/CUR           3      8.3333333     0.5773503     8.0000000     9.0000000
Q46QUES     PROM INNOVT & RISK BHVR/CUR         3      7.0000000     1.0000000     6.0000000     8.0000000
Q50QUES     MANAGE LABOR RELATIONS/CUR          3      4.0000000     3.0000000     1.0000000     7.0000000
Q51QUES     MANG MULTI-CULT DIVRSTY/CUR         3      7.3333333     1.5275252     6.0000000     9.0000000
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GRADE = ADM

Variable    Label                              N         Mean        Std Dev       Minimum       Maximum
------------------------------------------------------------------------------------------------------------
Q35QUES     IMPOWR IND & WORK GRP/CUR          10      9.5000000     0.5270463     9.0000000    10.0000000
Q37QUES     BUILDING TRUST/CUR                 10      9.6000000     0.6992059     8.0000000    10.0000000
Q38QUES     MANAGING CHANGE/CUR                10      9.2000000     0.9189366     8.0000000    10.0000000
Q39QUES     MANAGING CONFLICT/CUR              10      8.8000000     1.0327956     7.0000000    10.0000000
Q40QUES     BUILDING TEAMWORK/CUR              10      9.5000000     0.8498366     8.0000000    10.0000000
Q41QUES     DEVLP POS ORGAN CLIMAT/CUR         10      9.3000000     0.7071068     8.0000000    10.0000000
Q42QUES     MOTIVATING PEOPLE/CUR              10      9.3000000     0.9486833     8.0000000    10.0000000
Q43QUES     EMPLY COORD MECHNSM/CUR            10      9.1000000     0.9944289     8.0000000    10.0000000
Q44QUES     DEVLP SUBORDINATES/CUR             10      9.0000000     0.8432740     8.0000000    10.0000000
Q45QUES     UNDRSTND ROLE CO & XO/CUR          10      9.7000000     0.6749486     8.0000000    10.0000000
Q46QUES     PROM INNOVT & RISK BHVR/CUR        10      9.5000000     0.8498366     8.0000000    10.0000000
Q50QUES     MANAGE LABOR RELATIONS/CUR         10      6.5000000     1.4337209     5.0000000     8.0000000
Q51QUES     MANG MULTI-CULT DIVRSTY/CUR        10      8.2000000     1.6193277     5.0000000    10.0000000
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GRADE = CAPT

Variable  Label                          N         Mean         Std Dev      Minimum      Maximum
---------------------------------------------------------------------------------------------------
C35QUES   IMPOWR IND & WORK GRP/CUR      311   8.3215434    1.5427726    2.0000000   10.0000000
C37QUES   BUILDING TRUST/CUR            311   8.6527331    1.2932769    4.0000000   10.0000000
C38QUES   MANAGING CHANGE/CUR           311   8.2797428    1.4730508    2.0000000   10.0000000
C39QUES   MANAGING CONFLICT/CUR         311   8.0032154    1.5993918    1.0000000   10.0000000
C40QUES   BUILDING TEAMWORK/CUR         310   8.4935484    1.4340825    3.0000000   10.0000000
C41QUES   DBVLP POS ORGAN CLIMAT/CUR    311   8.4630225    1.4065799    2.0000000   10.0000000
C42QUES   MOTIVATING PEOPLE/CUR         311   8.3536977    1.3429544    4.0000000   10.0000000
C43QUES   EMPLY COORD MECHNSM/CUR       311   7.8360129    1.6758596            0   10.0000000
C44QUES   DEVLP SUBORDINATES/CUR        311   8.4276527    1.4436994    4.0000000   10.0000000
C45QUES   UNDRSTND ROLE CO & XO/CUR     311   8.2186495    1.8570978    2.0000000   10.0000000
C46QUES   FROM INNOVT & RISK BHVR/CUR   310   8.1032258    1.7091954    2.0000000   10.0000000
C50QUES   MANAGE LABOR RELATIONS/CUR    309   7.1229773    2.6219149            0   10.0000000
C51QUES   MANG MULTI-CULT DIVRSTY/CUR   311   7.4662379    1.8008918    2.0000000   10.0000000
---------------------------------------------------------------------------------------------------

GRADE = CDR

Variable  Label                          N         Mean         Std Dev      Minimum      Maximum
---------------------------------------------------------------------------------------------------
C35QUES   IMPOWR IND & WORK GRP/CUR      96    7.9583333    1.5621622    3.0000000   10.0000000
C37QUES   BUILDING TRUST/CUR             95    8.4842105    1.3672706    5.0000000   10.0000000
C38QUES   MANAGING CHANGE/CUR            96    8.0208333    1.5422415    4.0000000   10.0000000
C39QUES   MANAGING CONFLICT/CUR          96    7.7500000    1.7229106    2.0000000   10.0000000
C40QUES   BUILDING TEAMWORK/CUR          96    8.2187500    1.4882213    5.0000000   10.0000000
C41QUES   DBVLP POS ORGAN CLIMAT/CUR     96    8.1562500    1.4017142    4.0000000   10.0000000
C42QUES   MOTIVATING PEOPLE/CUR          96    7.8541667    1.5893009    4.0000000   10.0000000
C43QUES   EMPLY COORD MECHNSM/CUR        96    7.5312500    1.9625608            0   10.0000000
C44QUES   DEVLP SUBORDINATES/CUR         96    8.1145833    1.6017740    3.0000000   10.0000000
C45QUES   UNDRSTND ROLE CO & XO/CUR      96    7.7187500    1.7574091    1.0000000   10.0000000
C46QUES   FROM INNOVT & RISK BHVR/CUR    96    7.7187500    1.5403562    4.0000000   10.0000000
C50QUES   MANAGE LABOR RELATIONS/CUR     96    5.0208333    2.8909265            0   10.0000000
C51QUES   MANG MULTI-CULT DIVRSTY/CUR    96    7.2395833    2.0557793    2.0000000   10.0000000
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GRADE = LCDR

Variable  Label                          N         Mean         Std Dev      Minimum      Maximum
---------------------------------------------------------------------------------------------------
C35QUES   IMPOWR IND & WORK GRP/CUR      44    7.9772727    1.9823481    2.0000000   10.0000000
C37QUES   BUILDING TRUST/CUR             44    8.6818182    1.3601082    4.0000000   10.0000000
C38QUES   MANAGING CHANGE/CUR            44    8.4318182    1.4207389    4.0000000   10.0000000
C39QUES   MANAGING CONFLICT/CUR          44    8.2954545    1.4399539    4.0000000   10.0000000
C40QUES   BUILDING TEAMWORK/CUR          44    8.4318182    1.5310390    4.0000000   10.0000000
C41QUES   DBVLP POS ORGAN CLIMAT/CUR     44    8.3181818    1.4690248    4.0000000   10.0000000
C42QUES   MOTIVATING PEOPLE/CUR          44    7.7272727    1.5061537    4.0000000   10.0000000
C43QUES   EMPLY COORD MECHNSM/CUR        44    7.3409091    1.6836171    4.0000000   10.0000000
C44QUES   DEVLP SUBORDINATES/CUR         44    8.2500000    1.4487364    5.0000000   10.0000000
C45QUES   UNDRSTND ROLE CO & XO/CUR      44    7.5909091    2.1708232            0   10.0000000
C46QUES   FROM INNOVT & RISK BHVR/CUR    44    7.8409091    1.7245583    3.0000000   10.0000000
C50QUES   MANAGE LABOR RELATIONS/CUR     44    5.0454545    2.7530494            0   10.0000000
C51QUES   MANG MULTI-CULT DIVRSTY/CUR    44    7.3409091    2.0224689    2.0000000   10.0000000
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GRADE = OTHER

Variable  Label                          N         Mean         Std Dev      Minimum      Maximum
---------------------------------------------------------------------------------------------------
C35QUES   IMPOWR IND & WORK GRP/CUR      11    7.5454545    2.0670576    3.0000000   10.0000000
C37QUES   BUILDING TRUST/CUR             11    8.0000000    1.3416408    6.0000000   10.0000000
C38QUES   MANAGING CHANGE/CUR            11    7.1818182    1.4012981    5.0000000    9.0000000
C39QUES   MANAGING CONFLICT/CUR          11    7.0000000    1.3416408    5.0000000    9.0000000
C40QUES   BUILDING TEAMWORK/CUR          11    7.4545455    1.3684763    5.0000000    9.0000000
C41QUES   DBVLP POS ORGAN CLIMAT/CUR     11    7.6363636    1.5666989    5.0000000    9.0000000
C42QUES   MOTIVATING PEOPLE/CUR          11    7.2727273    1.5550504    5.0000000    9.0000000
C43QUES   EMPLY COORD MECHNSM/CUR        11    6.3636364    1.6292776    4.0000000    9.0000000
C44QUES   DEVLP SUBORDINATES/CUR         11    7.2727273    1.2720778    6.0000000    9.0000000
C45QUES   UNDRSTND ROLE CO & XO/CUR      11    7.2727273    1.1950357    3.0000000   10.0000000
C46QUES   FROM INNOVT & RISK BHVR/CUR    11    6.8181818    1.7215215    4.0000000    9.0000000
C50QUES   MANAGE LABOR RELATIONS/CUR     11    4.7272727    2.5334131    1.0000000    9.0000000
C51QUES   MANG MULTI-CULT DIVRSTY/CUR    11    6.2727273    2.0045403    3.0000000    9.0000000
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GRADE = '  '

Variable   Label                          N         Mean       Std Dev        Minimum        Maximum
-----------------------------------------------------------------------------------------------------
R35QUES    IMPOWR IND & WORK GRP/REQ       3    9.3333333     1.1547005      8.0000000     10.0000000
R37QUES    BUILDING TRUST/REQ              3   10.0000000             0      10.0000000     10.0000000
R38QUES    MANAGING CHANGE/REQ             3    9.3333333     1.1547005      8.0000000     10.0000000
R39QUES    MANAGING CONFLICT/REQ           3    9.3333333     1.1547005      8.0000000     10.0000000
R40QUES    BUILDING TEAMWORK/REQ           2   10.0000000             0      10.0000000     10.0000000
R41QUES    DEVLP POS ORGAN CLIMAT/REQ      3   10.0000000             0      10.0000000     10.0000000
R42QUES    MOTIVATING PEOPLE/REQ           3    9.3333333     1.1547005      8.0000000     10.0000000
R43QUES    EMPLY COORD MECHNSM/REQ         3    9.0000000     1.7320508      7.0000000     10.0000000
R44QUES    DEVLP SUBORDINATES/REQ          3   10.0000000             0      10.0000000     10.0000000
R45QUES    UNDRSTND ROLE CO & XO/REQ       3    6.6666667     0.5773503      6.0000000      7.0000000
R46QUES    PROM INNOVT & RISK BHVR/REQ     3    9.0000000     1.0000000      8.0000000     10.0000000
R50QUES    MANAGE LABOR RELATIONS/REQ      3    6.6666667     1.5275252      5.0000000      8.0000000
R51QUES    MANG MULTI-CULT DIVRSTY/REQ     3    7.3333333     2.5166115      5.0000000     10.0000000
-----------------------------------------------------------------------------------------------------

GRADE = ADM

Variable   Label                          N         Mean       Std Dev        Minimum        Maximum
-----------------------------------------------------------------------------------------------------
R35QUES    IMPOWR IND & WORK GRP/REQ      10    9.5000000     0.7071068      8.0000000     10.0000000
R37QUES    BUILDING TRUST/REQ            10    9.7000000     0.6749486      8.0000000     10.0000000
R38QUES    MANAGING CHANGE/REQ           10    9.7000000     0.6749486      8.0000000     10.0000000
R39QUES    MANAGING CONFLICT/REQ         10    9.6000000     0.6992059      8.0000000     10.0000000
R40QUES    BUILDING TEAMWORK/REQ         10    9.8000000     0.6324555      8.0000000     10.0000000
R41QUES    DEVLP POS ORGAN CLIMAT/REQ    10    9.7000000     0.6749486      8.0000000     10.0000000
R42QUES    MOTIVATING PEOPLE/REQ         10    9.8000000     0.6324555      8.0000000     10.0000000
R43QUES    EMPLY COORD MECHNSM/REQ       10    9.5000000     0.7071068      8.0000000     10.0000000
R44QUES    DEVLP SUBORDINATES/REQ        10    9.6000000     0.6992059      8.0000000     10.0000000
R45QUES    UNDRSTND ROLE CO & XO/REQ     10   10.0000000             0      10.0000000     10.0000000
R46QUES    PROM INNOVT & RISK BHVR/REQ   10    9.7000000     0.6749486      8.0000000     10.0000000
R50QUES    MANAGE LABOR RELATIONS/REQ    10    8.5000000     0.8498366      7.0000000     10.0000000
R51QUES    MANG MULTI-CULT DIVRSTY/REQ   10    8.9000000     0.5676462      8.0000000     10.0000000
-----------------------------------------------------------------------------------------------------

GRADE = CAPT

Variable   Label                          N         Mean       Std Dev        Minimum        Maximum
-----------------------------------------------------------------------------------------------------
R35QUES    IMPOWR IND & WORK GRP/REQ     312    8.9839744     1.3337707      2.0000000     10.0000000
R37QUES    BUILDING TRUST/REQ            312    9.3365385     1.0106562      4.0000000     10.0000000
R38QUES    MANAGING CHANGE/REQ           312    9.2500000     1.0585739      4.0000000     10.0000000
R39QUES    MANAGING CONFLICT/REQ         312    9.1634615     1.1630200      4.0000000     10.0000000
R40QUES    BUILDING TEAMWORK/REQ         312    9.3461538     1.0153411      4.0000000     10.0000000
R41QUES    DEVLP POS ORGAN CLIMAT/REQ    312    9.4038462     0.9405399      4.0000000     10.0000000
R42QUES    MOTIVATING PEOPLE/REQ         312    9.3205128     1.0015241      4.0000000     10.0000000
R43QUES    EMPLY COORD MECHNSM/REQ       312    8.7692308     1.3997986             0     10.0000000
R44QUES    DEVLP SUBORDINATES/REQ        312    9.0897436     1.2571176      2.0000000     10.0000000
R45QUES    UNDRSTND ROLE CO & XO/REQ     312    9.0416667     1.7278300             0     10.0000000
R46QUES    PROM INNOVT & RISK BHVR/REQ   311    8.8392283     1.3771891      2.0000000     10.0000000
R50QUES    MANAGE LABOR RELATIONS/REQ    310    7.0419355     2.7035006             0     10.0000000
R51QUES    MANG MULTI-CULT DIVRSTY/REQ   312    8.1891026     1.8390573             0     10.0000000
-----------------------------------------------------------------------------------------------------

GRADE = CDR

Variable   Label                          N         Mean       Std Dev        Minimum        Maximum
-----------------------------------------------------------------------------------------------------
R35QUES    IMPOWR IND & WORK GRP/REQ      96    8.9062500     1.4731143      3.0000000     10.0000000
R37QUES    BUILDING TRUST/REQ             96    9.3229167     1.0808845      5.0000000     10.0000000
R38QUES    MANAGING CHANGE/REQ            96    9.2500000     0.9947229      6.0000000     10.0000000
R39QUES    MANAGING CONFLICT/REQ          96    9.2500000     1.0662240      6.0000000     10.0000000
R40QUES    BUILDING TEAMWORK/REQ          96    9.3333333     1.0327956      4.0000000     10.0000000
R41QUES    DEVLP POS ORGAN CLIMAT/REQ     96    9.3333333     1.1846978      3.0000000     10.0000000
R42QUES    MOTIVATING PEOPLE/REQ          96    9.2604167     1.3474716      2.0000000     10.0000000
R43QUES    EMPLY COORD MECHNSM/REQ        96    8.6145833     1.4536328      2.0000000     10.0000000
R44QUES    DEVLP SUBORDINATES/REQ         96    9.2083333     1.2218766      4.0000000     10.0000000
R45QUES    UNDRSTND ROLE CO & XO/REQ      96    8.9791667     1.8352064             0     10.0000000
R46QUES    PROM INNOVT & RISK BHVR/REQ    96    8.6562500     1.4713268      4.0000000     10.0000000
R50QUES    MANAGE LABOR RELATIONS/REQ     96    7.1979167     2.4904863             0     10.0000000
R51QUES    MANG MULTI-CULT DIVRSTY/REQ    96    7.8958333     2.2500487             0     10.0000000
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GRADE = LCDR

Variable   Label                         N        Mean       Std Dev      Minimum       Maximum
-----------------------------------------------------------------------------------------------
R35QUES    IMPOWR IND & WORK GRP/REQ     43    8.8139535    1.5622910    3.0000000    10.0000000
R37QUES    BUILDING TRUST/REQ            43    9.3953488    1.1575741    5.0000000    10.0000000
R38QUES    MANAGING CHANGE/REQ           43    9.2790698    1.1613945    6.0000000    10.0000000
R39QUES    MANAGING CONFLICT/REQ         43    9.3488372    0.9972276    7.0000000    10.0000000
R40QUES    BUILDING TEAMWORK/REQ         43    9.2325581    1.1513390    6.0000000    10.0000000
R41QUES    DEVLP POS ORGAN CLIMAT/REQ    43    9.4186047    0.9058686    7.0000000    10.0000000
R42QUES    MOTIVATING PEOPLE/REQ         43    9.4186047    0.9815575    6.0000000    10.0000000
R43QUES    EMPLY COORD MECHNSM/REQ       43    8.6976744    1.1656775    5.0000000    10.0000000
R44QUES    DEVLP SUBORDINATES/REQ        43    9.1162791    1.0512872    7.0000000    10.0000000
R45QUES    UNDRSTND ROLE CO & XO/REQ     43    9.0697674    1.0778141    6.0000000    10.0000000
R46QUES    FROM INNOVT & RISK BHVR/REQ   43    8.6744186    1.3578858    5.0000000    10.0000000
R50QUES    MANAGE LABOR RELATIONS/REQ    43    7.3953488    2.0718009            0    10.0000000
R51QUES    MANG MULTI-CULT DIVRSTY/REQ   43    7.6046512    2.2901397            0    10.0000000
-----------------------------------------------------------------------------------------------

GRADE = OTHER

Variable   Label                         N        Mean       Std Dev      Minimum       Maximum
-----------------------------------------------------------------------------------------------
R35QUES    IMPOWR IND & WORK GRP/REQ     11    8.4545455    1.4396969    6.0000000    10.0000000
R37QUES    BUILDING TRUST/REQ            11    8.3636364    1.3618370    6.0000000    10.0000000
R38QUES    MANAGING CHANGE/REQ           11    8.3636364    1.2060454    6.0000000    10.0000000
R39QUES    MANAGING CONFLICT/REQ         11    8.2727273    1.1908744    6.0000000    10.0000000
R40QUES    BUILDING TEAMWORK/REQ         11    8.5454545    1.1281521    7.0000000    10.0000000
R41QUES    DEVLP POS ORGAN CLIMAT/REQ    11    8.5454545    0.9341987    7.0000000    10.0000000
R42QUES    MOTIVATING PEOPLE/REQ         11    8.6363636    1.1200649    7.0000000    10.0000000
R43QUES    EMPLY COORD MECHNSM/REQ       11    7.2727273    1.2720778    6.0000000    10.0000000
R44QUES    DEVLP SUBORDINATES/REQ        11    8.3636364    1.0269106    7.0000000    10.0000000
R45QUES    UNDRSTND ROLE CO & XO/REQ     11    8.3636364    1.5666989    5.0000000    10.0000000
R46QUES    FROM INNOVT & RISK BHVR/REQ   11    7.6363636    1.0269106    6.0000000    9.0000000
R50QUES    MANAGE LABOR RELATIONS/REQ    11    7.3636364    1.9632996    4.0000000    10.0000000
R51QUES    MANG MULTI-CULT DIVRSTY/REQ   11    7.6363636    1.7477258    4.0000000    9.0000000
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GRADE = ' '

Variable    Label                         N        Mean       Std Dev      Minimum      Maximum
-----------------------------------------------------------------------------------------------
Q35DELTA    DELTA-IMPOWR IND & WORK GRP    3    0.6666667    0.5773503            0    1.0000000
Q37DELTA    DELTA-BUILDING TRUST           3    0.6666667    0.5773503            0    1.0000000
Q38DELTA    DELTA-MANAGING CHANGE          3    1.0000000    1.0000000            0    2.0000000
Q39DELTA    DELTA-MANAGING CONFLICT        3    2.0000000    1.0000000    1.0000000    3.0000000
Q40DELTA    DELTA-BUILDING TEAMWORK        2    2.0000000            0    2.0000000    2.0000000
Q41DELTA    DELTA-DEVLP POS ORGAN CLIMAT   3    1.3333333    0.5773503    1.0000000    2.0000000
Q42DELTA    DELTA-MOTIVATING PEOPLE        3    1.3333333    0.5773503    1.0000000    2.0000000
Q43DELTA    DELTA-EMPLY COORD MECHNSM      3    1.3333333    0.5773503    1.0000000    2.0000000
Q44DELTA    DELTA-DEVLP SUBORDINATES       3    0.6666667    0.5773503            0    1.0000000
Q45DELTA    DELTA-UNDRSTND ROLE CO & XO    3    1.3333333    0.5773503    1.0000000    2.0000000
Q46DELTA    DELTA-FROM INNOVT & RISK BHVR  3    2.0000000            0    2.0000000    2.0000000
Q50DELTA    DELTA-MANAGE LABOR RELATIONS   3    2.6666667    1.5275252    1.0000000    4.0000000
Q51DELTA    DELTA-MANG MULTI-CULT DIVRSTY  3            0            0            0            0
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GRADE = ADM

Variable    Label                         N        Mean       Std Dev      Minimum      Maximum
-----------------------------------------------------------------------------------------------
Q35DELTA    DELTA-IMPOWR IND & WORK GRP   10            0    0.9428090   -2.0000000    1.0000000
Q37DELTA    DELTA-BUILDING TRUST          10    0.1000000    0.9944289   -2.0000000    2.0000000
Q38DELTA    DELTA-MANAGING CHANGE         10    0.5000000    1.2692955   -2.0000000    2.0000000
Q39DELTA    DELTA-MANAGING CONFLICT       10    0.8000000    1.2292726   -2.0000000    2.0000000
Q40DELTA    DELTA-BUILDING TEAMWORK       10    0.3000000    1.1595018   -2.0000000    2.0000000
Q41DELTA    DELTA-DEVLP POS ORGAN CLIMAT  10    0.2000000    1.1352924   -2.0000000    2.0000000
Q42DELTA    DELTA-MOTIVATING PEOPLE       10    0.5000000    1.2692955   -2.0000000    2.0000000
Q43DELTA    DELTA-EMPLY COORD MECHNSM     10    0.4000000    1.1737878   -2.0000000    2.0000000
Q44DELTA    DELTA-DEVLP SUBORDINATES      10    0.2000000    1.0327956   -2.0000000    2.0000000
Q45DELTA    DELTA-UNDRSTND ROLE CO & XO   10    0.2000000    0.6749486            0    2.0000000
Q46DELTA    DELTA-FROM INNOVT & RISK BHVR 10    0.2000000    1.0327956   -2.0000000    2.0000000
Q50DELTA    DELTA-MANAGE LABOR RELATIONS  10    2.0000000    1.0540926    1.0000000    4.0000000
Q51DELTA    DELTA-MANG MULTI-CULT DIVRSTY 10    0.7000000    1.6363917   -2.0000000    4.0000000
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GRADE = CAPT

Variable     Label                              N      Mean        Std Dev      Minimum       Maximum
-----------------------------------------------------------------------------------------------------------
Q35DELTA     DELTA-IMPOWR IND & WORK GRP        311    0.6591640   1.4589782    -5.0000000     6.0000000
Q37DELTA     DELTA-BUILDING TRUST               311    0.6816720   1.2945114    -5.0000000     5.0000000
Q38DELTA     DELTA-MANAGING CHANGE              311    0.9678457   1.5172965    -5.0000000     7.0000000
Q39DELTA     DELTA-MANAGING CONFLICT            311    1.1575563   1.7627688    -5.0000000     9.0000000
Q40DELTA     DELTA-BUILDING TEAMWORK            310    0.8516129   1.5042273    -5.0000000     6.0000000
Q41DELTA     DELTA-DEVLP POS ORGAN CLIMAT       311    0.9389068   1.4321642    -5.0000000     7.0000000
Q42DELTA     DELTA-MOTIVATING PEOPLE            311    0.9678457   1.4342340    -5.0000000     6.0000000
Q43DELTA     DELTA-EMPLY COORD MECHNSM          311    0.9324759   1.6358701    -4.0000000     7.0000000
Q44DELTA     DELTA-DEVLP SUBORDINATES           311    0.6591640   1.5344132    -5.0000000     6.0000000
Q45DELTA     DELTA-UNDRSTND ROLE CO & XO        311    0.9639357   2.2011114    -10.0000000    8.0000000
Q46DELTA     DELTA-PROM INNOVT & RISK BHVR      310    0.7322581   1.7411611    -5.0000000     7.0000000
Q50DELTA     DELTA-MANAGE LABOR RELATIONS       309    1.9255663   2.9050382    -7.0000000     10.0000000
Q51DELTA     DELTA-MANG MULTI-CULT DIVRSTY      311    0.7202572   1.9581611    -9.0000000     6.0000000
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GRADE = CDR

Variable     Label                              N      Mean        Std Dev      Minimum       Maximum
-----------------------------------------------------------------------------------------------------------
Q35DELTA     DELTA-IMPOWR IND & WORK GRP        96     0.9479167   1.8771187    -5.0000000     7.0000000
Q37DELTA     DELTA-BUILDING TRUST               95     0.8315789   1.4993093    -4.0000000     5.0000000
Q38DELTA     DELTA-MANAGING CHANGE              96     1.2291667   1.6123155    -2.0000000     6.0000000
Q39DELTA     DELTA-MANAGING CONFLICT            96     1.5000000   1.7411430    -3.0000000     7.0000000
Q40DELTA     DELTA-BUILDING TEAMWORK            96     1.1145833   1.6148638    -3.0000000     5.0000000
Q41DELTA     DELTA-DEVLP POS ORGAN CLIMAT       96     1.1770833   1.6732873    -4.0000000     6.0000000
Q42DELTA     DELTA-MOTIVATING PEOPLE            96     1.4062500   1.6516539    -4.0000000     6.0000000
Q43DELTA     DELTA-EMPLY COORD MECHNSM          96     1.0833333   1.9394338    -4.0000000     6.0000000
Q44DELTA     DELTA-DEVLP SUBORDINATES           96     1.0937500   1.4873369    -2.0000000     5.0000000
Q45DELTA     DELTA-UNDRSTND ROLE CO & XO        96     1.2604167   2.4761804    -10.0000000    9.0000000
Q46DELTA     DELTA-PROM INNOVT & RISK BHVR      96     0.9375000   1.7877507    -5.0000000     5.0000000
Q50DELTA     DELTA-MANAGE LABOR RELATIONS       96     2.1770833   3.0122375    -7.0000000     9.0000000
Q51DELTA     DELTA-MANG MULTI-CULT DIVRSTY      96     0.6562500   2.2703031    -9.0000000     7.0000000
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GRADE = LCDR

Variable     Label                              N      Mean        Std Dev      Minimum       Maximum
-----------------------------------------------------------------------------------------------------------
Q35DELTA     DELTA-IMPOWR IND & WORK GRP        43     0.8837209   1.6505310    -2.0000000     5.0000000
Q37DELTA     DELTA-BUILDING TRUST               43     0.7441860   1.1566171    -2.0000000     4.0000000
Q38DELTA     DELTA-MANAGING CHANGE              43     0.8837209   1.1993908    -3.0000000     4.0000000
Q39DELTA     DELTA-MANAGING CONFLICT            43     1.0930233   1.3595159    -2.0000000     5.0000000
Q40DELTA     DELTA-BUILDING TEAMWORK            43     0.8372093   1.2711139    -2.0000000     4.0000000
Q41DELTA     DELTA-DEVLP POS ORGAN CLIMAT       43     1.0232558   1.3360990    -2.0000000     5.0000000
Q42DELTA     DELTA-MOTIVATING PEOPLE            43     1.1395349   1.5052511    -2.0000000     5.0000000
Q43DELTA     DELTA-EMPLY COORD MECHNSM          43     1.4186047   1.7075819    -2.0000000     5.0000000
Q44DELTA     DELTA-DEVLP SUBORDINATES           43     0.7674977   1.5246226    -2.0000000     5.0000000
Q45DELTA     DELTA-UNDRSTND ROLE CO & XO        43     1.5348837   2.1968466    -2.0000000     10.0000000
Q46DELTA     DELTA-PROM INNOVT & RISK BHVR      43     0.8837209   1.4991539    -2.0000000     5.0000000
Q50DELTA     DELTA-MANAGE LABOR RELATIONS       43     2.4651163   3.0106860    -6.0000000     9.0000000
Q51DELTA     DELTA-MANG MULTI-CULT DIVRSTY      43     0.3255814   1.6434709    -5.0000000     4.0000000
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GRADE = OTHER

Variable     Label                              N      Mean        Std Dev      Minimum       Maximum
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Q35DELTA     DELTA-IMPOWR IND & WORK GRP        11     0.9090909   2.3001976    -2.0000000     5.0000000
Q37DELTA     DELTA-BUILDING TRUST               11     0.3636364   2.0135902    -3.0000000     4.0000000
Q38DELTA     DELTA-MANAGING CHANGE              11     1.1818182   2.1362669    -1.0000000     5.0000000
Q39DELTA     DELTA-MANAGING CONFLICT            11     2.2727273   1.9021519    -1.0000000     5.0000000
Q40DELTA     DELTA-BUILDING TEAMWORK            11     1.0909091   1.7580981    -2.0000000     4.0000000
Q41DELTA     DELTA-DEVLP POS ORGAN CLIMAT       11     0.9090909   0.2225996    -2.0000000     4.0000000
Q42DELTA     DELTA-MOTIVATING PEOPLE            11     0.9090909   1.7580981    -2.0000000     4.0000000
Q43DELTA     DELTA-EMPLY COORD MECHNSM          11     1.3636364   2.2922795    -2.0000000     5.0000000
Q44DELTA     DELTA-DEVLP SUBORDINATES           11     0.6363636   1.7477258    -2.0000000     4.0000000
Q45DELTA     DELTA-UNDRSTND ROLE CO & XO        11     0.9090901   2.9139165    -3.0000000     7.0000000
Q46DELTA     DELTA-PROM INNOVT & RISK BHVR      11     0.8181818   1.9908883    -2.0000000     4.0000000
Q50DELTA     DELTA-MANAGE LABOR RELATIONS       11     2.6363636   3.6680438    -4.0000000     8.0000000
Q51DELTA     DELTA-MANG MULTI-CULT DIVRSTY      11     1.3636364   3.0421284    -5.0000000     6.0000000
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POSITION = CO

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
C35QUES	IMPOW IND & WORK GRP/CUR	97	8.6082474	1.4109446	3.0000000	10.0000000
C37QUES	BUILDING TRUST/CUR	97	8.7628866	1.3827298	4.0000000	10.0000000
C38QUES	MANAGING CHANGE/CUR	97	8.3711340	1.5297030	3.0000000	10.0000000
C39QUES	MANAGING CONFLICT/CUR	97	7.9587629	1.8080694	2.0000000	10.0000000
C40QUES	BUILDING TEAMWORK/CUR	97	8.5360825	1.4723978	4.0000000	10.0000000
C41QUES	DEVLP POS ORGAN CLIMAT/CUR	97	8.5979381	1.4695506	5.0000000	10.0000000
C42QUES	MOTIVATING PEOPLE/CUR	97	8.2680412	1.4826459	4.0000000	10.0000000
C43QUES	EMPLY COORD MECHNSM/CUR	97	7.9690722	1.6295041	4.0000000	10.0000000
C44QUES	DEVLP SUBORDINATES/CUR	97	8.4948454	1.4514627	4.0000000	10.0000000
C45QUES	UNDRSTND ROLE CO & XO/CUR	97	8.4350515	1.4410674	2.0000000	10.0000000
C46QUES	FROM INNOVT & RISK BHVR/CUR	97	8.3505155	1.5278064	4.0000000	10.0000000
C50QUES	MANAGE LABOR RELATIONS/CUR	95	5.5263158	2.7438213	0	10.0000000
C51QUES	MANG MULTI-CULT DIVRSTY/CUR	97	7.5567010	1.8594862	2.0000000	10.0000000

POSITION = XO

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
C35QUES	IMPOW IND & WORK GRP/CUR	72	8.3472222	1.3017834	4.0000000	10.0000000
C37QUES	BUILDING TRUST/CUR	72	8.6388889	1.2368241	5.0000000	10.0000000
C38QUES	MANAGING CHANGE/CUR	72	8.2222222	1.3132287	5.0000000	10.0000000
C39QUES	MANAGING CONFLICT/CUR	72	8.0694444	1.4273623	4.0000000	10.0000000
C40QUES	BUILDING TEAMWORK/CUR	72	8.4166667	1.3295133	4.0000000	10.0000000
C41QUES	DEVLP POS ORGAN CLIMAT/CUR	72	8.3472222	1.2577615	4.0000000	10.0000000
C42QUES	MOTIVATING PEOPLE/CUR	72	8.1944444	1.4304425	4.0000000	10.0000000
C43QUES	EMPLY COORD MECHNSM/CUR	72	8.0555556	1.4977814	4.0000000	10.0000000
C44QUES	DEVLP SUBORDINATES/CUR	72	8.2361111	1.3685919	4.0000000	10.0000000
C45QUES	UNDRSTND ROLE CO & XO/CUR	72	8.5555556	1.4426979	3.0000000	10.0000000
C46QUES	FROM INNOVT & RISK BHVR/CUR	72	8.0694444	1.6126820	4.0000000	10.0000000
C50QUES	MANAGE LABOR RELATIONS/CUR	72	5.1805556	2.5025417	0	10.0000000
C51QUES	MANG MULTI-CULT DIVRSTY/CUR	72	7.6527778	1.6286149	3.0000000	10.0000000

POSITION = DH

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
C35QUES	IMPOW IND & WORK GRP/CUR	44	7.8181818	1.7556914	3.0000000	10.0000000
C37QUES	BUILDING TRUST/CUR	44	8.6136364	1.2615220	5.0000000	10.0000000
C38QUES	MANAGING CHANGE/CUR	44	8.0227273	1.5772899	2.0000000	10.0000000
C39QUES	MANAGING CONFLICT/CUR	44	8.0454545	2.0618092	1.0000000	10.0000000
C40QUES	BUILDING TEAMWORK/CUR	44	8.4318182	1.4531078	4.0000000	10.0000000
C41QUES	DEVLP POS ORGAN CLIMAT/CUR	44	8.1818182	1.6321298	2.0000000	10.0000000
C42QUES	MOTIVATING PEOPLE/CUR	44	8.2954545	1.3043674	5.0000000	10.0000000
C43QUES	EMPLY COORD MECHNSM/CUR	44	7.0000000	1.1020477	4.0000000	10.0000000
C44QUES	DEVLP SUBORDINATES/CUR	44	8.2272727	1.2734066	4.0000000	10.0000000
C45QUES	UNDRSTND ROLE CO & XO/CUR	44	7.3181818	2.4756745	0	10.0000000
C46QUES	FROM INNOVT & RISK BHVR/CUR	44	7.6818182	1.7222582	2.0000000	10.0000000
C50QUES	MANAGE LABOR RELATIONS/CUR	44	4.1590909	2.6320315	0	10.0000000
C51QUES	MANG MULTI-CULT DIVRSTY/CUR	44	7.4318182	1.7035903	2.0000000	10.0000000

POSITION = OPS

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
C35QUES	IMPOW IND & WORK GRP/CUR	16	7.5625000	2.3935678	2.0000000	10.0000000
C37QUES	BUILDING TRUST/CUR	16	8.6250000	1.3102163	7.0000000	10.0000000
C38QUES	MANAGING CHANGE/CUR	16	8.2500000	1.5275252	5.0000000	10.0000000
C39QUES	MANAGING CONFLICT/CUR	16	8.1250000	1.2041595	6.0000000	10.0000000
C40QUES	BUILDING TEAMWORK/CUR	16	7.5000000	1.9493589	3.0000000	10.0000000
C41QUES	DEVLP POS ORGAN CLIMAT/CUR	16	7.7500000	2.2909944	4.0000000	10.0000000
C42QUES	MOTIVATING PEOPLE/CUR	16	8.6250000	1.0483087	5.0000000	10.0000000
C43QUES	EMPLY COORD MECHNSM/CUR	16	7.6875000	1.8518009	4.0000000	10.0000000
C44QUES	DEVLP SUBORDINATES/CUR	16	7.7500000	1.3904436	6.0000000	10.0000000
C45QUES	UNDRSTND ROLE CO & XO/CUR	16	6.9375000	2.6949026	3.0000000	10.0000000
C46QUES	FROM INNOVT & RISK BHVR/CUR	16	8.0000000	1.8257419	5.0000000	10.0000000
C50QUES	MANAGE LABOR RELATIONS/CUR	16	4.5000000	3.1411251	0	10.0000000
C51QUES	MANG MULTI-CULT DIVRSTY/CUR	16	6.7500000	2.1134490	3.0000000	10.0000000

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POSITION = DIR

Variable  Label                          N        Mean        Std Dev      Minimum      Maximum
-----------------------------------------------------------------------------------------------
C35QUES   IMPOWR IND & WORK GRP/CUR     140    8.0500000    1.6807201    2.0000000   10.0000000
C37QUES   BUILDING TRUST/CUR            140    8.4642857    1.3645602    4.0000000   10.0000000
C38QUES   MANAGING CHANGE/CUR           140    8.2357143    1.5011301    4.0000000   10.0000000
C39QUES   MANAGING CONFLICT/CUR         140    8.0928571    1.5309584    4.0000000   10.0000000
C40QUES   BUILDING TEAMWORK/CUR         139    8.3093525    1.5220549    4.0000000   10.0000000
C41QUES   DEVLP POS ORGAN CLIMAT/CUR    140    8.2857143    1.4557537    4.0000000   10.0000000
C42QUES   MOTIVATING PEOPLE/CUR         140    8.2142857    1.4631479    4.0000000   10.0000000
C43QUES   EMPLY COORD MECHNSM/CUR       140    7.8071429    1.6916912    3.0000000   10.0000000
C44QUES   DEVLP SUBORDINATES/CUR        140    8.3500000    1.5773806    3.0000000   10.0000000
C45QUES   UNDRSTND ROLE CO & XO/CUR     140    7.8571429    1.6296331    2.0000000   10.0000000
C46QUES   PROM INNOVT & RISK BHVR/CUR   139    7.9064748    1.6849379    3.0000000   10.0000000
C50QUES   MANAGE LABOR RELATIONS/CUR    140    5.5500000    2.4615433            0   10.0000000
C51QUES   MANG MULTI-CULT DIVRSTY/CUR   140    7.2928571    2.0654626    2.0000000   10.0000000
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POSITION = OTHER

Variable  Label                          N        Mean        Std Dev      Minimum      Maximum
-----------------------------------------------------------------------------------------------
C35QUES   IMPOWR IND & WORK GRP/CUR     105    8.2924528    1.5794332    2.0000000   10.0000000
C37QUES   BUILDING TRUST/CUR            105    8.7333333    1.2501282    5.0000000   10.0000000
C38QUES   MANAGING CHANGE/CUR           106    8.2075472    1.4974072    4.0000000   10.0000000
C39QUES   MANAGING CONFLICT/CUR         106    7.8867925    1.4756484    4.0000000   10.0000000
C40QUES   BUILDING TEAMWORK/CUR         105    8.5142857    1.3665952    5.0000000   10.0000000
C41QUES   DEVLP POS ORGAN CLIMAT/CUR    106    8.4528302    1.3247251    4.0000000   10.0000000
C42QUES   MOTIVATING PEOPLE/CUR         106    8.2547170    1.4078780    4.0000000   10.0000000
C43QUES   EMPLY COORD MECHNSM/CUR       106    7.6226415    1.8693153            0   10.0000000
C44QUES   DEVLP SUBORDINATES/CUR        106    8.3207547    1.5215729    4.0000000   10.0000000
C45QUES   UNDRSTND ROLE CO & XO/CUR     106    7.8018868    2.0904309    1.0000000   10.0000000
C46QUES   PROM INNOVT & RISK BHVR/CUR   106    8.8584906    1.8226114    2.0000000   10.0000000
C50QUES   MANAGE LABOR RELATIONS/CUR    106    4.5849057    2.5104275            0   10.0000000
C51QUES   MANG MULTI-CULT DIVRSTY/CUR   106    7.2924528    1.8359738    3.0000000   10.0000000
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POSITION = CO

Variable  Label                          N        Mean        Std Dev      Minimum      Maximum
-----------------------------------------------------------------------------------------------
R35QUES   IMPOWR IND & WORK GRP/REQ      97    9.1546392    1.1487331    4.0000000   10.0000000
R37QUES   BUILDING TRUST/REQ             97    9.4536082    1.0105755    4.0000000   10.0000000
R38QUES   MANAGING CHANGE/REQ            97    9.3402062    1.0496686    4.0000000   10.0000000
R39QUES   MANAGING CONFLICT/REQ          97    9.1649485    1.0376296    6.0000000   10.0000000
R40QUES   BUILDING TEAMWORK/REQ          97    9.3917526    1.0057823    6.0000000   10.0000000
R41QUES   DEVLP POS ORGAN CLIMAT/REQ     97    9.5463918    0.8167596    6.0000000   10.0000000
R42QUES   MOTIVATING PEOPLE/REQ          97    9.3814433    1.0164350    4.0000000   10.0000000
R43QUES   EMPLY COORD MECHNSM/REQ        97    8.6804124    1.2628208    4.0000000   10.0000000
R44QUES   DEVLP SUBORDINATES/REQ         97    9.2577320    1.0923822    6.0000000   10.0000000
R45QUES   UNDRSTND ROLE CO & XO/REQ      97    9.3402062    1.3298386            0   10.0000000
R46QUES   PROM INNOVT & RISK BHVR/REQ    97    9.9276351    1.2520602    6.0000000   10.0000000
R50QUES   MANAGE LABOR RELATIONS/REQ     95    7.2000000    2.4564288            0   10.0000000
R51QUES   MANG MULTI-CULT DIVRSTY/REQ    97    8.2474227    1.7442222    1.0000000   10.0000000
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POSITION = XO

Variable  Label                          N        Mean        Std Dev      Minimum      Maximum
-----------------------------------------------------------------------------------------------
R35QUES   IMPOWR IND & WORK GRP/REQ      72    9.1388889    1.0916528    6.0000000   10.0000000
R37QUES   BUILDING TRUST/REQ             72    9.4166667    1.0174533    5.0000000   10.0000000
R38QUES   MANAGING CHANGE/REQ            72    9.3333333    0.9494253    6.0000000   10.0000000
R39QUES   MANAGING CONFLICT/REQ          72    9.2777778    0.9673868    6.0000000   10.0000000
R40QUES   BUILDING TEAMWORK/REQ          72    9.5277778    0.8716541    6.0000000   10.0000000
R41QUES   DEVLP POS ORGAN CLIMAT/REQ     72    9.5138889    0.9037178    6.0000000   10.0000000
R42QUES   MOTIVATING PEOPLE/REQ          72    9.4027778    0.9140498    6.0000000   10.0000000
R43QUES   EMPLY COORD MECHNSM/REQ        72    8.9166667    1.1352235    5.0000000   10.0000000
R44QUES   DEVLP SUBORDINATES/REQ         72    9.1805556    1.0254012    6.0000000   10.0000000
R45QUES   UNDRSTND ROLE CO & XO/REQ      72    9.6111111    0.8316885    6.0000000   10.0000000
R46QUES   PROM INNOVT & RISK BHVR/REQ    72    8.9722222    1.1002205    6.0000000   10.0000000
R50QUES   MANAGE LABOR RELATIONS/REQ     72    7.1805556    2.1580272            0   10.0000000
R51QUES   MANG MULTI-CULT DIVRSTY/REQ    72    8.3611111    1.5226511    2.0000000   10.0000000
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POSITION = DH

Variable   Label                          N          Mean         Std Dev        Minimum        Maximum
------------------------------------------------------------------------------------------------------------
R35QUES    IMPOWR IND & WORK GRP/REQ      44      8.4772727       1.8234727      2.0000000     10.0000000
R37QUES    BUILDING TRUST/REQ            44      9.1818182       0.9218971      7.0000000     10.0000000
R38QUES    MANAGING CHANGE/REQ           44      9.0454545       0.8614359      7.0000000     10.0000000
R39QUES    MANAGING CONFLICT/REQ         44      9.1136364       0.9453905      7.0000000     10.0000000
R40QUES    BUILDING TEAMWORK/REQ         44      9.2954545       0.8781467      7.0000000     10.0000000
R41QUES    DEVLP POS ORGAN CLIMAT/REQ    44      9.1136364       1.3156643      3.0000000     10.0000000
R42QUES    MOTIVATING PEOPLE/REQ         44      9.1818182       0.9467872      6.0000000     10.0000000
R43QUES    EMPLY COORD MECHNSM/REQ       44      8.2500000       1.6998632      1.0000000     10.0000000
R44QUES    DEVLP SUBORDINATES/REQ        44      8.8181818       1.5291391      2.0000000     10.0000000
R45QUES    UNDRSTND ROLE CO & XO/REQ     44      8.8181818       1.6881630      2.0000000     10.0000000
R46QUES    PROM INNOVT & RISK BHVR/REQ   44      8.4545455       1.5914677      2.0000000     10.0000000
R50QUES    MANAGE LABOR RELATIONS/REQ    44      6.8409091       2.9722999              0     10.0000000
R51QUES    MANG MULTI-CULT DIVRSTY/REQ   44      8.0454545       1.9760725              0     10.0000000
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POSITION = OPS

Variable   Label                          N          Mean         Std Dev        Minimum        Maximum
------------------------------------------------------------------------------------------------------------
R35QUES    IMPOWR IND & WORK GRP/REQ      16      8.6875000       2.5223997      2.0000000     10.0000000
R37QUES    BUILDING TRUST/REQ            16      9.3125000       1.0144785      7.0000000     10.0000000
R38QUES    MANAGING CHANGE/REQ           16      9.3750000       1.0878113      6.0000000     10.0000000
R39QUES    MANAGING CONFLICT/REQ         16      9.3125000       1.4008926      5.0000000     10.0000000
R40QUES    BUILDING TEAMWORK/REQ         16      9.1250000       1.5438048      5.0000000     10.0000000
R41QUES    DEVLP POS ORGAN CLIMAT/REQ    16      9.5625000       0.8139410      8.0000000     10.0000000
R42QUES    MOTIVATING PEOPLE/REQ         16      9.5625000       0.7274384      8.0000000     10.0000000
R43QUES    EMPLY COORD MECHNSM/REQ       16      8.6875000       1.9224550      3.0000000     10.0000000
R44QUES    DEVLP SUBORDINATES/REQ        16      9.0000000       1.5916449      5.0000000     10.0000000
R45QUES    UNDRSTND ROLE CO & XO/REQ     16      8.8750000       1.8574176      3.0000000     10.0000000
R46QUES    PROM INNOVT & RISK BHVR/REQ   16      8.5000000       1.8973666      4.0000000     10.0000000
R50QUES    MANAGE LABOR RELATIONS/REQ    16      7.1875000       2.9033027              0     10.0000000
R51QUES    MANG MULTI-CULT DIVRSTY/REQ   16      7.3750000       2.5787594              0     10.0000000
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POSITION = DIR

Variable   Label                          N          Mean         Std Dev        Minimum        Maximum
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R35QUES    IMPOWR IND & WORK GRP/REQ     140      8.9285714       1.1973764      5.0000000     10.0000000
R37QUES    BUILDING TRUST/REQ           140      9.2500000       1.1131975      5.0000000     10.0000000
R38QUES    MANAGING CHANGE/REQ          140      9.2000000       1.1201233      6.0000000     10.0000000
R39QUES    MANAGING CONFLICT/REQ        140      9.2642857       1.0769709      6.0000000     10.0000000
R40QUES    BUILDING TEAMWORK/REQ        140      9.2642857       1.0430359      6.0000000     10.0000000
R41QUES    DEVLP POS ORGAN CLIMAT/REQ   140      9.3785714       0.9480602      7.0000000     10.0000000
R42QUES    MOTIVATING PEOPLE/REQ        140      9.3357143       0.9491436      6.0000000     10.0000000
R43QUES    EMPLY COORD MECHNSM/REQ      140      8.8428571       1.1708168      5.0000000     10.0000000
R44QUES    DEVLP SUBORDINATES/REQ       140      9.1857143       1.0497394      6.0000000     10.0000000
R45QUES    UNDRSTND ROLE CO & XO/REQ    140      9.0357143       1.3379395      2.0000000     10.0000000
R46QUES    PROM INNOVT & RISK BHVR/REQ  139      8.7769784       1.3461871      5.0000000     10.0000000
R50QUES    MANAGE LABOR RELATIONS/REQ   140      7.5142857       2.3551130              0     10.0000000
R51QUES    MANG MULTI-CULT DIVRSTY/REQ  140      8.0214286       2.1970152              0     10.0000000
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POSITION = OTHER

Variable   Label                          N          Mean         Std Dev        Minimum        Maximum
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R35QUES    IMPOWR IND & WORK GRP/REQ     106      8.9150943       1.4807844      3.0000000     10.0000000
R37QUES    BUILDING TRUST/REQ           106      9.3207547       1.0739085      4.0000000     10.0000000
R38QUES    MANAGING CHANGE/REQ          106      9.2075472       1.1272975      4.0000000     10.0000000
R39QUES    MANAGING CONFLICT/REQ        106      9.0566038       1.3858481      4.0000000     10.0000000
R40QUES    BUILDING TEAMWORK/REQ        105      9.2571429       1.1096480      4.0000000     10.0000000
R41QUES    DEVLP POS ORGAN CLIMAT/REQ   106      9.2264151       1.0893938      4.0000000     10.0000000
R42QUES    MOTIVATING PEOPLE/REQ        106      9.1698113       1.3764807      2.0000000     10.0000000
R43QUES    EMPLY COORD MECHNSM/REQ      106      8.6792453       1.6419916      2.0000000     10.0000000
R44QUES    DEVLP SUBORDINATES/REQ       106      8.9905660       1.4375593      4.0000000     10.0000000
R45QUES    UNDRSTND ROLE CO & XO/REQ    106      9.0283019       1.2804616              0     10.0000000
R46QUES    PROM INNOVT & RISK BHVR/REQ  106      8.6886792       1.5514246      4.0000000     10.0000000
R50QUES    MANAGE LABOR RELATIONS/REQ   106      6.6886792       2.8994686              0     10.0000000
R51QUES    MANG MULTI-CULT DIVRSTY/REQ  106      7.9056604       1.9785916              0     10.0000000
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Variable	Label	N	Mean	Std Dev	Minimum	Maximum
Q35DELTA	DELTA-IMPOWR IND & WORK GRP	97	0.5463918	1.1367041	-3.0000000	4.0000000
Q37DELTA	DELTA-BUILDING TRUST	97	0.6907216	1.1026561	-2.0000000	3.0000000
Q38DELTA	DELTA-MANAGING CHANGE	97	0.9690722	1.4101833	-3.0000000	6.0000000
Q39DELTA	DELTA-MANAGING CONFLICT	97	1.2061856	1.5474316	-2.0000000	7.0000000
Q40DELTA	DELTA-BUILDING TEAMWORK	97	0.8556701	1.3841597	-2.0000000	6.0000000
Q41DELTA	DELTA-DEVLP POS ORGAN CLIMAT	97	0.9484536	1.2193845	-2.0000000	4.0000000
Q42DELTA	DELTA-MOTIVATING PEOPLE	97	1.1134021	1.2737436	-2.0000000	6.0000000
Q43DELTA	DELTA-EMPLY COORD MECHNSM	97	0.7113402	1.3990976	-4.0000000	4.0000000
Q44DELTA	DELTA-DEVLP SUBORDINATES	97	0.7628866	1.2142659	-3.0000000	5.0000000
Q45DELTA	DELTA-UNDRSTND ROLE CO & XO	97	0.5051546	1.5950686	-10.0000000	4.0000000
Q46DELTA	DELTA-PROM INNOVT & RISK BHVR	97	0.5773196	1.4421848	-4.0000000	4.0000000
Q50DELTA	DELTA-MANAGE LABOR RELATIONS	95	1.6736842	2.5700489	-7.0000000	7.0000000
Q51DELTA	DELTA-MANG MULTI-CULT DIVRSTY	97	0.6907216	1.6352932	-4.0000000	6.0000000

POSITION = XO

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
Q35DELTA	DELTA-IMPOWR IND & WORK GRP	72	0.7916667	1.4135910	-3.0000000	6.0000000
Q37DELTA	DELTA-BUILDING TRUST	72	0.7777778	1.3554504	-4.0000000	4.0000000
Q38DELTA	DELTA-MANAGING CHANGE	72	1.1111111	1.4588782	-3.0000000	5.0000000
Q39DELTA	DELTA-MANAGING CONFLICT	72	1.2083333	1.6092821	-3.0000000	5.0000000
Q40DELTA	DELTA-BUILDING TEAMWORK	72	1.1111111	1.5249618	-3.0000000	6.0000000
Q41DELTA	DELTA-DEVLP POS ORGAN CLIMAT	72	1.1666667	1.4042190	-3.0000000	6.0000000
Q42DELTA	DELTA-MOTIVATING PEOPLE	72	1.2083333	1.6092821	-3.0000000	6.0000000
Q43DELTA	DELTA-EMPLY COORD MECHNSM	72	1.1111111	1.4969975	-3.0000000	5.0000000
Q44DELTA	DELTA-DEVLP SUBORDINATES	72	0.9444444	1.5644725	-3.0000000	5.0000000
Q45DELTA	DELTA-UNDRSTND ROLE CO & XO	72	1.0555556	1.5280374	-3.0000000	6.0000000
Q46DELTA	DELTA-PROM INNOVT & RISK BHVR	72	0.9027778	1.5397066	-3.0000000	6.0000000
Q50DELTA	DELTA-MANAGE LABOR RELATIONS	72	2.0000000	2.5342721	-3.0000000	10.0000000
Q51DELTA	DELTA-MANG MULTI-CULT DIVRSTY	72	0.7083333	1.7315425	-4.0000000	6.0000000

POSITION = DH

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
Q35DELTA	DELTA-IMPOWR IND & WORK GRP	44	0.6590909	1.7907148	-4.0000000	4.0000000
Q37DELTA	DELTA-BUILDING TRUST	44	0.5681818	1.3188742	-3.0000000	4.0000000
Q38DELTA	DELTA-MANAGING CHANGE	44	1.0227273	1.7452745	-3.0000000	7.0000000
Q39DELTA	DELTA-MANAGING CONFLICT	44	0.8636364	1.6366572	-3.0000000	9.0000000
Q40DELTA	DELTA-BUILDING TEAMWORK	44	0.9318182	1.8602041	-4.0000000	7.0000000
Q41DELTA	DELTA-DEVLP POS ORGAN CLIMAT	44	0.8863636	1.5879768	-4.0000000	5.0000000
Q42DELTA	DELTA-MOTIVATING PEOPLE	44	1.2500000	1.9183932	-2.0000000	7.0000000
Q43DELTA	DELTA-EMPLY COORD MECHNSM	44	0.5909091	1.4991188	-5.0000000	3.0000000
Q44DELTA	DELTA-DEVLP SUBORDINATES	44	1.5000000	2.7995016	-5.0000000	10.0000000
Q45DELTA	DELTA-UNDRSTND ROLE CO & XO	44	0.7727273	1.9984137	-4.0000000	6.0000000
Q46DELTA	DELTA-PROM INNOVT & RISK BHVR	44	0.9772727	2.0976177	-3.0000000	5.0000000
Q50DELTA	DELTA-MANAGE LABOR RELATIONS	44	2.6818182	3.5553610	-4.0000000	9.0000000
Q51DELTA	DELTA-MANG MULTI-CULT DIVRSTY	44	0.6136364	1.5282747	-4.0000000	4.0000000

POSITION = OFS

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
Q35DELTA	DELTA-IMPOWR IND & WORK GRP	16	1.1250000	1.6683325	-2.0000000	4.0000000
Q37DELTA	DELTA-BUILDING TRUST	16	0.6875000	1.1383468	-1.0000000	3.0000000
Q38DELTA	DELTA-MANAGING CHANGE	16	1.1250000	1.6683325	-2.0000000	4.0000000
Q39DELTA	DELTA-MANAGING CONFLICT	16	1.1875000	1.7594980	-4.0000000	3.0000000
Q40DELTA	DELTA-BUILDING TEAMWORK	16	0.8750000	1.7641899	-2.0000000	6.0000000
Q41DELTA	DELTA-DEVLP POS ORGAN CLIMAT	16	0.8125000	1.6007811	-2.0000000	4.0000000
Q42DELTA	DELTA-MOTIVATING PEOPLE	16	0.9375000	1.5692355	-2.0000000	5.0000000
Q43DELTA	DELTA-EMPLY COORD MECHNSM	16	1.0000000	2.3664319	-4.0000000	6.0000000
Q44DELTA	DELTA-DEVLP SUBORDINATES	16	0.2500000	1.5705625	-2.0000000	3.0000000
Q45DELTA	DELTA-UNDRSTND ROLE CO & XO	16	1.9375000	2.7439327	-2.0000000	7.0000000
Q46DELTA	DELTA-PROM INNOVT & RISK BHVR	16	0.5000000	2.0976177	-3.0000000	5.0000000
Q50DELTA	DELTA-MANAGE LABOR RELATIONS	16	2.6250000	2.5223997	-2.0000000	7.0000000
Q51DELTA	DELTA-MANG MULTI-CULT DIVRSTY	16	0.6250000	2.9636689	-9.0000000	4.0000000

POSITION = DIR

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
Q35DELTA	DELTA-IMPOWR IND & WORK GRP	140	0.8785714	1.6898676	-3.0000000	7.0000000
Q37DELTA	DELTA-BUILDING TRUST	140	0.7857143	1.3822394	-3.0000000	5.0000000
Q38DELTA	DELTA-MANAGING CHANGE	140	0.9642857	1.4857148	-3.0000000	6.0000000
Q39DELTA	DELTA-MANAGING CONFLICT	140	1.1714286	1.5170155	-2.0000000	6.0000000
Q40DELTA	DELTA-BUILDING TEAMWORK	140	0.9496403	1.4710922	-3.0000000	6.0000000
Q41DELTA	DELTA-DEVLP POS ORGAN CLIMAT	140	1.0928571	1.4997029	-3.0000000	5.0000000
Q42DELTA	DELTA-MOTIVATING PEOPLE	140	1.1214286	1.4267126	-2.0000000	6.0000000
Q43DELTA	DELTA-EMPLY COORD MECHNSM	140	1.0357143	1.6768020	-4.0000000	6.0000000
Q44DELTA	DELTA-DEVLP SUBORDINATES	140	0.8357143	1.4573590	-2.0000000	5.0000000
Q45DELTA	DELTA-UNDRSTND ROLE CO & XO	140	1.1785714	1.8631908	-8.0000000	6.0000000
Q46DELTA	DELTA-FROM INNOVT & RISK BHVR	139	0.8705036	1.6673964	-5.0000000	5.0000000
Q50DELTA	DELTA-MANAGE LABOR RELATIONS	140	1.9642857	2.7285085	-6.0000000	8.0000000
Q51DELTA	DELTA-MANG MULTI-CULT DIVRSTY	140	0.7285714	2.1114340	-8.0000000	6.0000000

POSITION = OTHER

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
Q35DELTA	DELTA-IMPOWR IND & WORK GRP	105	0.6285714	1.7827008	-5.0000000	5.0000000
Q37DELTA	DELTA-BUILDING TRUST	104	0.5865385	1.5047535	-5.0000000	5.0000000
Q38DELTA	DELTA-MANAGING CHANGE	105	1.0095238	1.6082434	-5.0000000	5.0000000
Q39DELTA	DELTA-MANAGING CONFLICT	105	1.1809524	1.9600871	-5.0000000	5.0000000
Q40DELTA	DELTA-BUILDING TEAMWORK	104	0.7596154	1.5673324	-5.0000000	5.0000000
Q41DELTA	DELTA-DEVLP POS ORGAN CLIMAT	105	0.7809524	1.5503160	-5.0000000	6.0000000
Q42DELTA	DELTA-MOTIVATING PEOPLE	105	0.9333333	1.6482314	-5.0000000	6.0000000
Q43DELTA	DELTA-EMPLY COORD MECHNSM	105	1.0761905	1.9547538	-4.0000000	7.0000000
Q44DELTA	DELTA-DEVLP SUBORDINATES	105	0.6761905	1.8160356	-4.0000000	6.0000000
Q45DELTA	DELTA-UNDRSTND ROLE CO & XO	105	0.7047619	3.1099215	-10.0000000	9.0000000
Q46DELTA	DELTA-FROM INNOVT & RISK BHVR	105	0.8380952	1.9568608	-5.0000000	7.0000000
Q50DELTA	DELTA-MANAGE LABOR RELATIONS	105	2.1714286	3.4234967	-7.0000000	9.0000000
Q51DELTA	DELTA-MANG MULTI-CULT DIVRSTY	105	0.6285714	2.4029515	-9.0000000	6.0000000

LESS THAN OR EQUAL TO 5 YRS IN A MANAGERIAL POSITION

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
C35QUES	IMPOWR IND & WORK GRP/CUR	144	7.5763889	1.8943414	2.0000000	10.0000000
C37QUES	BUILDING TRUST/CUR	143	8.3006993	1.3841913	5.0000000	10.0000000
C38QUES	MANAGING CHANGE/CUR	144	7.8888889	1.4870599	4.0000000	10.0000000
C39QUES	MANAGING CONFLICT/CUR	144	7.5486111	1.7293431	1.0000000	10.0000000
C40QUES	BUILDING TEAMWORK/CUR	144	7.9510490	1.5981004	3.0000000	10.0000000
C41QUES	DEVLP POS ORGAN CLIMAT/CUR	144	7.9305556	1.5082652	4.0000000	10.0000000
C42QUES	MOTIVATING PEOPLE/CUR	144	7.8055556	1.5341236	4.0000000	10.0000000
C43QUES	EMPLY COORD MECHNSM/CUR	144	6.9097222	2.0171058	0	10.0000000
C44QUES	DEVLP SUBORDINATES/CUR	144	7.8402778	1.6710752	3.0000000	10.0000000
C45QUES	UNDRSTND ROLE CO & XO/CUR	144	7.0277778	2.1186631	0	10.0000000
C46QUES	FROM INNOVT & RISK BHVR/CUR	144	7.4755245	1.8455587	3.0000000	10.0000000
C50QUES	MANAGE LABOR RELATIONS/CUR	144	3.8611111	2.4167571	0	10.0000000
C51QUES	MANG MULTI-CULT DIVRSTY/CUR	144	6.7638889	2.0069324	2.0000000	10.0000000

MORE THAN 5 BUT LESS THAN OR EQUAL TO 10 YRS IN A MANAGERIAL POSITION

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
C35QUES	IMPOWR IND & WORK GRP/CUR	173	8.2890173	1.5468444	2.0000000	10.0000000
C37QUES	BUILDING TRUST/CUR	173	8.5202312	1.3707475	4.0000000	10.0000000
C38QUES	MANAGING CHANGE/CUR	173	8.0751445	1.5848540	2.0000000	10.0000000
C39QUES	MANAGING CONFLICT/CUR	173	7.8843931	1.6205222	1.0000000	10.0000000
C40QUES	BUILDING TEAMWORK/CUR	173	8.3872832	1.4805955	4.0000000	10.0000000
C41QUES	DEVLP POS ORGAN CLIMAT/CUR	173	8.3872832	1.4962201	3.0000000	10.0000000
C42QUES	MOTIVATING PEOPLE/CUR	173	8.2774566	1.4115019	4.0000000	10.0000000
C43QUES	EMPLY COORD MECHNSM/CUR	173	7.8265896	1.5641286	2.0000000	10.0000000
C44QUES	DEVLP SUBORDINATES/CUR	173	8.3526012	1.3924450	4.0000000	10.0000000
C45QUES	UNDRSTND ROLE CO & XO/CUR	173	8.1445087	1.7276602	2.0000000	10.0000000
C46QUES	FROM INNOVT & RISK BHVR/CUR	173	7.9017341	1.7072511	2.0000000	10.0000000
C50QUES	MANAGE LABOR RELATIONS/CUR	172	4.9767442	2.4778634	0	10.0000000
C51QUES	MANG MULTI-CULT DIVRSTY/CUR	173	7.3872832	1.7637368	3.0000000	10.0000000

MORE THAN 10 BUT LESS THAN OR EQUAL TO 15 YRS IN A MANAGERIAL POSITION

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
C35QUES	IMPWOR IND & WORK GRP/CUR	79	8.6582278	1.1534350	5.0000000	10.0000000
C37QUES	BUILDING TRUST/CUR	79	8.9240506	1.1958491	6.0000000	10.0000000
C38QUES	MANAGING CHANGE/CUR	79	8.5443038	1.2278548	6.0000000	10.0000000
C39QUES	MANAGING CONFLICT/CUR	79	8.3164557	1.4723460	5.0000000	10.0000000
C40QUES	BUILDING TEAMWORK/CUR	78	8.3333333	1.2212051	6.0000000	10.0000000
C41QUES	DEVLP POS ORGAN CLIMAT/CUR	79	8.7848101	1.0821499	6.0000000	10.0000000
C42QUES	MOTIVATING PEOPLE/CUR	79	8.6075949	1.1812393	5.0000000	10.0000000
C43QUES	EMPLY COORD MECHNSM/CUR	79	8.2658228	1.3273152	5.0000000	10.0000000
C44QUES	DEVLP SUBORDINATES/CUR	79	8.8227848	1.2274562	5.0000000	10.0000000
C45QUES	UNDRSTND ROLE CO & XO/CUR	79	8.7848101	1.2265324	4.0000000	10.0000000
C46QUES	PROM INNOVT & RISK BHVR/CUR	79	8.4303797	1.4203967	4.0000000	10.0000000
C50QUES	MANAGE LABOR RELATIONS/CUR	78	6.1410256	2.3059739	0	10.0000000
C51QUES	MANG MULTI-CULT DIVRSTY/CUR	79	7.9367089	1.6972207	3.0000000	10.0000000

MORE THAN 15 YRS IN A MANAGERIAL POSITION

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
C35QUES	IMPWOR IND & WORK GRP/CUR	79	8.8354430	1.0430525	6.0000000	10.0000000
C37QUES	BUILDING TRUST/CUR	79	9.1772152	0.8735353	6.0000000	10.0000000
C38QUES	MANAGING CHANGE/CUR	79	8.9113924	1.1895902	6.0000000	10.0000000
C39QUES	MANAGING CONFLICT/CUR	79	8.5696203	1.2161683	6.0000000	10.0000000
C40QUES	BUILDING TEAMWORK/CUR	79	8.9746835	0.9867674	6.0000000	10.0000000
C41QUES	DEVLP POS ORGAN CLIMAT/CUR	79	8.9113924	1.0276919	6.0000000	10.0000000
C42QUES	MOTIVATING PEOPLE/CUR	79	8.6582278	1.2798846	4.0000000	10.0000000
C43QUES	EMPLY COORD MECHNSM/CUR	79	8.4177215	1.4015339	4.0000000	10.0000000
C44QUES	DEVLP SUBORDINATES/CUR	79	8.8481013	1.1556839	5.0000000	10.0000000
C45QUES	UNDRSTND ROLE CO & XO/CUR	79	8.0886076	1.2829241	3.0000000	10.0000000
C46QUES	PROM INNOVT & RISK BHVR/CUR	79	8.6962025	1.1913624	6.0000000	10.0000000
C50QUES	MANAGE LABOR RELATIONS/CUR	79	6.6455696	2.7081926	0	10.0000000
C51QUES	MANG MULTI-CULT DIVRSTY/CUR	79	8.0253165	1.7095110	3.0000000	10.0000000

LESS THAN OR EQUAL TO 5 YRS IN A MANAGERIAL POSITION

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
R35QUES	IMPWOR IND & WORK GRP/REQ	145	8.7379310	1.5093261	2.0000000	10.0000000
R37QUES	BUILDING TRUST/REQ	145	9.1724138	1.0823382	5.0000000	10.0000000
R38QUES	MANAGING CHANGE/REQ	145	9.0689655	1.1096494	5.0000000	10.0000000
R39QUES	MANAGING CONFLICT/REQ	145	9.1172414	1.1273337	5.0000000	10.0000000
R40QUES	BUILDING TEAMWORK/REQ	144	9.1527778	1.0596815	5.0000000	10.0000000
R41QUES	DEVLP POS ORGAN CLIMAT/REQ	145	9.2758621	0.9463582	6.0000000	10.0000000
R42QUES	MOTIVATING PEOPLE/REQ	145	9.2896552	0.9495411	6.0000000	10.0000000
R43QUES	EMPLY COORD MECHNSM/REQ	145	8.5103448	1.5143629	0	10.0000000
R44QUES	DEVLP SUBORDINATES/REQ	145	9.0068966	1.2332013	2.0000000	10.0000000
R45QUES	UNDRSTND ROLE CO & XO/REQ	145	8.9379310	1.4730010	0	10.0000000
R46QUES	PROM INNOVT & RISK BHVR/REQ	144	8.6160556	1.4092429	2.0000000	10.0000000
R50QUES	MANAGE LABOR RELATIONS/REQ	145	7.0413793	2.3537083	0	10.0000000
R51QUES	MANG MULTI-CULT DIVRSTY/REQ	145	7.9448276	1.8550955	0	10.0000000

MORE THAN 5 BUT LESS THAN OR EQUAL TO 10 YRS IN A MANAGERIAL POSITION

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
R35QUES	IMPWOR IND & WORK GRP/REQ	172	8.9127907	1.3414051	3.0000000	10.0000000
R37QUES	BUILDING TRUST/REQ	172	9.2441860	1.1127759	4.0000000	10.0000000
R38QUES	MANAGING CHANGE/REQ	172	9.1279070	1.1577000	4.0000000	10.0000000
R39QUES	MANAGING CONFLICT/REQ	172	8.9825581	1.2772130	4.0000000	10.0000000
R40QUES	BUILDING TEAMWORK/REQ	172	9.2383721	1.0955165	4.0000000	10.0000000
R41QUES	DEVLP POS ORGAN CLIMAT/REQ	172	9.2732558	1.0433778	4.0000000	10.0000000
R42QUES	MOTIVATING PEOPLE/REQ	172	9.1860465	0.8669952	4.0000000	10.0000000
R43QUES	EMPLY COORD MECHNSM/REQ	172	8.6744186	1.3195947	3.0000000	10.0000000
R44QUES	DEVLP SUBORDINATES/REQ	172	8.9651163	1.2972997	4.0000000	10.0000000
R45QUES	UNDRSTND ROLE CO & XO/REQ	172	9.0697674	1.8104822	0	10.0000000
R46QUES	PROM INNOVT & RISK BHVR/REQ	172	8.7093023	1.3880550	4.0000000	10.0000000
R50QUES	MANAGE LABOR RELATIONS/REQ	171	7.0233918	2.7417324	0	10.0000000
R51QUES	MANG MULTI-CULT DIVRSTY/REQ	172	8.0639535	1.8484963	0	10.0000000

MORE THAN 10 BUT LESS THAN OR EQUAL TO 15 YRS IN A MANAGERIAL POSITION

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
R35QUES	IMPOWR IND & WORK GRP/REQ	79	9.2151899	1.2054458	3.0000000	10.0000000
R37QUES	BUILDING TRUST/REQ	79	9.6835443	0.7769814	5.0000000	10.0000000
R38QUES	MANAGING CHANGE/REQ	79	9.4936709	0.7986113	7.0000000	10.0000000
R39QUES	MANAGING CONFLICT/REQ	79	9.5063291	0.7986113	6.0000000	10.0000000
R40QUES	BUILDING TEAMWORK/REQ	79	9.6835443	0.6313255	8.0000000	10.0000000
R41QUES	DEVLP POS ORGAN CLIMAT/REQ	79	9.5822785	1.0574230	3.0000000	10.0000000
R42QUES	MOTIVATING PEOPLE/REQ	79	9.5189873	0.9589091	4.0000000	10.0000000
R43QUES	EMPLY COORD MECHNSM/REQ	79	9.0253165	1.1319903	6.0000000	10.0000000
R44QUES	DEVLP SUBORDINATES/REQ	79	9.4050633	0.9676695	5.0000000	10.0000000
R45QUES	UNDRSTND ROLE CO & XO/REQ	79	9.1898734	1.9616578	0	10.0000000
R46QUES	FROM INNOVT & RISK BHVR/REQ	79	9.9620253	1.4272354	4.0000000	10.0000000
R50QUES	MANAGE LABOR RELATIONS/REQ	78	7.3589744	2.5582784	0	10.0000000
R51QUES	MANG MULTI-CULT DIVRSTY/REQ	79	8.2025316	2.2152140	0	10.0000000

MORE THAN 15 YRS IN A MANAGERIAL POSITION

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
R35QUES	IMPOWR IND & WORK GRP/REQ	79	9.1772152	1.2985149	3.0000000	10.0000000
R37QUES	BUILDING TRUST/REQ	79	9.4430380	0.9967490	6.0000000	10.0000000
R38QUES	MANAGING CHANGE/REQ	79	9.5569620	0.8434793	6.0000000	10.0000000
R39QUES	MANAGING CONFLICT/REQ	79	9.4430380	0.9573847	6.0000000	10.0000000
R40QUES	BUILDING TEAMWORK/REQ	79	9.4810127	1.0725092	4.0000000	10.0000000
R41QUES	DEVLP POS ORGAN CLIMAT/REQ	79	9.6075949	0.8230294	6.0000000	10.0000000
R42QUES	MOTIVATING PEOPLE/REQ	79	9.4177215	1.3455301	2.0000000	10.0000000
R43QUES	EMPLY COORD MECHNSM/REQ	79	9.9240506	1.4656070	2.0000000	10.0000000
R44QUES	DEVLP SUBORDINATES/REQ	79	9.3544304	1.1879521	4.0000000	10.0000000
R45QUES	UNDRSTND ROLE CO & XO/REQ	79	9.3670886	1.3883879	3.0000000	10.0000000
R46QUES	FROM INNOVT & RISK BHVR/REQ	79	9.0379747	1.2854515	4.0000000	10.0000000
R50QUES	MANAGE LABOR RELATIONS/REQ	77	7.3670886	2.5629371	0	10.0000000
R51QUES	MANG MULTI-CULT DIVRSTY/REQ	79	8.2025316	2.1446400	0	10.0000000

LESS THAN OR EQUAL TO 5 YRS IN A MANAGERIAL POSITION

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
Q35DELTA	DELTA-IMPOWR IND & WORK GRP	144	1.1527778	1.7869748	-3.0000000	7.0000000
Q37DELTA	DELTA-BUILDING TRUST	144	0.8601399	1.3247450	-2.0000000	5.0000000
Q38DELTA	DELTA-MANAGING CHANGE	144	1.1736111	1.5968932	-3.0000000	6.0000000
Q39DELTA	DELTA-MANAGING CONFLICT	144	1.5625000	1.8233863	-4.0000000	9.0000000
Q40DELTA	DELTA-BUILDING TEAMWORK	143	1.2027972	1.6765132	-3.0000000	6.0000000
Q41DELTA	DELTA-DEVLP POS ORGAN CLIMAT	144	1.3402778	1.5562335	-3.0000000	6.0000000
Q42DELTA	DELTA-MOTIVATING PEOPLE	144	1.4861111	1.6428958	-2.0000000	6.0000000
Q43DELTA	DELTA-EMPLY COORD MECHNSM	144	1.5972222	1.9694145	-4.0000000	7.0000000
Q44DELTA	DELTA-DEVLP SUBORDINATES	144	1.1597222	1.7042243	-3.0000000	6.0000000
Q45DELTA	DELTA-UNDRSTND ROLE CO & XO	144	1.9027778	2.3602757	-10.0000000	10.0000000
Q46DELTA	DELTA-FROM INNOVT & RISK BHVR	143	1.1328671	1.7532174	-3.0000000	6.0000000
Q50DELTA	DELTA-MANAGE LABOR RELATIONS	143	3.1944444	2.7842659	-5.0000000	10.0000000
Q51DELTA	DELTA-MANG MULTI-CULT DIVRSTY	144	1.1736111	2.0116092	-9.0000000	7.0000000

MORE THAN 5 BUT LESS THAN OR EQUAL TO 10 YRS IN A MANAGERIAL POSITION

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
Q35DELTA	DELTA-IMPOWR IND & WORK GRP	172	0.6337209	1.5633306	-5.0000000	5.0000000
Q37DELTA	DELTA-BUILDING TRUST	172	0.7325581	1.4503431	-5.0000000	5.0000000
Q38DELTA	DELTA-MANAGING CHANGE	172	1.0639535	1.6759330	-5.0000000	7.0000000
Q39DELTA	DELTA-MANAGING CONFLICT	172	1.1104651	1.8271845	-5.0000000	7.0000000
Q40DELTA	DELTA-BUILDING TEAMWORK	172	0.9476744	1.5646892	-5.0000000	6.0000000
Q41DELTA	DELTA-DEVLP POS ORGAN CLIMAT	172	0.8953488	1.5822781	-5.0000000	7.0000000
Q42DELTA	DELTA-MOTIVATING PEOPLE	172	0.9186047	1.4963122	-5.0000000	6.0000000
Q43DELTA	DELTA-EMPLY COORD MECHNSM	172	0.8604651	1.6016278	-4.0000000	6.0000000
Q44DELTA	DELTA-DEVLP SUBORDINATES	172	0.6220930	1.5378957	-5.0000000	5.0000000
Q45DELTA	DELTA-UNDRSTND ROLE CO & XO	172	0.7732558	2.2454072	-10.0000000	7.0000000
Q46DELTA	DELTA-FROM INNOVT & RISK BHVR	172	0.8197674	1.8151616	-4.0000000	7.0000000
Q50DELTA	DELTA-MANAGE LABOR RELATIONS	171	2.0760234	2.6590707	-7.0000000	9.0000000
Q51DELTA	DELTA-MANG MULTI-CULT DIVRSTY	172	0.6918605	2.0614374	-8.0000000	7.0000000

MORE THAN 10 BUT LESS THAN OR EQUAL TO 15 YRS IN A MANAGERIAL POSITION

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
Q35DELTA	DELTA-IMPOWR IND & WORK GRP	79	0.5569620	1.3844080	-5.0000000	5.0000000
Q37DELTA	DELTA-BUILDING TRUST	79	0.7594937	1.3321969	-4.0000000	4.0000000
Q38DELTA	DELTA-MANAGING CHANGE	79	0.9493671	1.2598202	-2.0000000	4.0000000
Q39DELTA	DELTA-MANAGING CONFLICT	79	1.1898734	1.5281625	-3.0000000	5.0000000
Q40DELTA	DELTA-BUILDING TEAMWORK	78	0.8461538	1.2799850	-2.0000000	4.0000000
Q41DELTA	DELTA-DEVLP POS ORGAN CLIMAT	78	0.7974684	1.3810043	-4.0000000	4.0000000
Q42DELTA	DELTA-MOTIVATING PEOPLE	79	0.9113924	1.3605228	-4.0000000	5.0000000
Q43DELTA	DELTA-EMPLY COORD MECHNSM	79	0.7594937	1.3607614	-2.0000000	5.0000000
Q44DELTA	DELTA-DEVLP SUBORDINATES	79	0.5822785	1.2970143	-2.0000000	4.0000000
Q45DELTA	DELTA-UNDRSTND ROLE CO & XO	79	0.4050633	2.3507718	-10.0000000	6.0000000
Q46DELTA	DELTA-PROM INNOVT & RISK BHVR	79	0.5316456	1.6473401	-5.0000000	4.0000000
Q50DELTA	DELTA-MANAGE LABOR RELATIONS	78	1.2179487	3.0092819	-7.0000000	9.0000000
Q51DELTA	DELTA-MANG MULTI-CULT DIVRSTY	79	0.2658228	1.9657899	-9.0000000	5.0000000

MORE THAN 15 YRS IN A MANAGERIAL POSITION

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
Q35DELTA	DELTA-IMPOWR IND & WORK GRP	79	0.3417722	1.2287796	-4.0000000	3.0000000
Q37DELTA	DELTA-BUILDING TRUST	79	0.2658228	0.9962605	-4.0000000	2.0000000
Q38DELTA	DELTA-MANAGING CHANGE	79	0.6455696	1.1771105	-3.0000000	5.0000000
Q39DELTA	DELTA-MANAGING CONFLICT	79	0.8734177	1.3240099	-3.0000000	4.0000000
Q40DELTA	DELTA-BUILDING TEAMWORK	79	0.5063291	1.1308429	-3.0000000	3.0000000
Q41DELTA	DELTA-DEVLP POS ORGAN CLIMAT	79	0.6962025	1.0664394	-3.0000000	3.0000000
Q42DELTA	DELTA-MOTIVATING PEOPLE	79	0.7594937	1.1570873	-3.0000000	4.0000000
Q43DELTA	DELTA-EMPLY COORD MECHNSM	79	0.5063291	1.4924890	-4.0000000	4.0000000
Q44DELTA	DELTA-DEVLP SUBORDINATES	79	0.5063291	1.1969343	-2.0000000	5.0000000
Q45DELTA	DELTA-UNDRSTND ROLE CO & XO	79	0.2784810	1.2703392	-6.0000000	3.0000000
Q46DELTA	DELTA-PROM INNOVT & RISK BHVR	79	0.3417722	1.3670676	-5.0000000	3.0000000
Q50DELTA	DELTA-MANAGE LABOR RELATIONS	79	0.7215192	2.8190593	-5.0000000	10.0000000
Q51DELTA	DELTA-MANG MULTI-CULT DIVRSTY	79	0.1772152	1.7813816	-4.0000000	4.0000000

SIGNIFICANCE BETWEEN AGGREGATE MEANS AT THE
5% LEVEL BY CORPS, RANK, POSITION HELD, AND
YEARS OF MANAGERIAL EXPERIENCE

Years in a Managerial Position			
Organizational Behavior Survey Items	Significance Between Deltas		Difference
Question 35	1.0	4.0	1.3737
Question 37	1.0	4.0	0.1150
	2.0	4.0	0.0020
Question 39	1.0	4.0	0.6891
Quesiton 40	1.0	4.0	0.6965
Question 41	1.0	2.0	0.0176
	1.0	3.0	0.5428
	1.0	4.0	0.6441
Quesiton 46	1.0	4.0	0.7911
Question 50	1.0	2.0	1.1184
	1.0	3.0	1.9765
	1.0	4.0	2.4729
	2.0	4.0	1.3545

CORPS			
Organizational Behavior Survey Items	Significance Between Deltas		Difference
Question 35	NC	HCA	0.8499
Question 45	NC	DC	1.1474
	NC	HCA	1.5344
	MC	HCA	1.0004
Question 51	NC	HCA	1.0572
Question 46	NC	MC	0.7900
Question 50	MC	HCA	1.8590
	NC	HCA	1.8103

APPENDIX F

MEANS FOR ALL ORGANIZATIONAL BEHAVIOR RELATED QUESTIONS FOR THOSE RESPONDENTS WITH SHORT COURSE EXPERIENCE BROKEN DOWN BY DESIGNATOR, RANK, POSITION HELD, AND YEARS IN A MANAGERIAL POSITION.

POOLED

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
C35QUES	IMPOWR IND & WORK GRP/CUR	268	8.3656716	1.5387190	3.0000000	10.0000000
C37QUES	BUILDING TRUST/CUR	267	8.6779026	1.3126046	4.0000000	10.0000000
C38QUES	MANAGING CHANGE/CUR	268	8.2500000	1.5241502	2.0000000	10.0000000
C39QUES	MANAGING CONFLICT/CUR	268	8.0485075	1.6009938	1.0000000	10.0000000
C40QUES	BUILDING TEAMWORK/CUR	267	8.5056180	1.4441242	4.0000000	10.0000000
C41QUES	DEVLP POS ORGAN CLIMAT/CUR	268	8.5037313	1.4128838	2.0000000	10.0000000
C42QUES	MOTIVATING PEOPLE/CUR	268	8.3768657	1.3914352	4.0000000	10.0000000
C43QUES	EMPLY COORD MECHNSM/CUR	268	7.8992537	1.8301264	1.0000000	10.0000000
C44QUES	DEVLP SUBORDINATES/CUR	268	8.4664179	1.5271547	4.0000000	10.0000000
C45QUES	UNDRSTND ROLE CO & XO/CUR	268	8.3917910	1.7480454	1.0000000	10.0000000
C46QUES	PROM INNOVT & RISK BEHVR/CUR	267	8.1835206	1.6746759	2.0000000	10.0000000
C50QUES	MANAGE LABOR RELATIONS/CUR	267	5.2696629	2.7245640	0	10.0000000
C51QUES	MANG MULTI-CULT DIVRSTY/CUR	268	7.4701493	1.8969335	2.0000000	10.0000000

POOLED

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
R35QUES	IMPOWR IND & WORK GRP/REQ	269	9.0260223	1.3141279	2.0000000	10.0000000
R37QUES	BUILDING TRUST/REQ	269	9.3420074	1.0194660	4.0000000	10.0000000
R38QUES	MANAGING CHANGE/REQ	269	9.2862454	1.0702195	4.0000000	10.0000000
R39QUES	MANAGING CONFLICT/REQ	269	9.2081784	1.1202712	4.0000000	10.0000000
R40QUES	BUILDING TEAMWORK/REQ	269	9.3903346	0.9658630	4.0000000	10.0000000
R41QUES	DEVLP POS ORGAN CLIMAT/REQ	269	9.4313268	0.9182594	4.0000000	10.0000000
R42QUES	MOTIVATING PEOPLE/REQ	269	9.3494424	0.9485897	4.0000000	10.0000000
R43QUES	EMPLY COORD MECHNSM/REQ	269	8.8066914	1.4272769	0	10.0000000
R44QUES	DEVLP SUBORDINATES/REQ	269	9.1226766	1.2332647	2.0000000	10.0000000
R45QUES	UNDRSTND ROLE CO & XO/REQ	269	9.0669145	1.8292764	0	10.0000000
R46QUES	PROM INNOVT & RISK BHVR/REQ	268	8.8358209	1.4492360	2.0000000	10.0000000
R50QUES	MANAGE LABOR RELATIONS/REQ	268	7.0895522	2.6870829	0	10.0000000
R51QUES	MANG MULTI-CULT DIVRSTY/REQ	269	8.1747212	1.8190412	0	10.0000000

POOLED

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
Q35DELTA	DELTA-IMPOWR IND & WORK GRP	268	0.6567164	1.4461856	-5.0000000	6.0000000
Q37DELTA	DELTA-BUILDING TRUST	267	0.6591760	1.3064113	-5.0000000	5.0000000
Q38DELTA	DELTA-MANAGING CHANGE	268	1.0335821	1.5514856	-5.0000000	7.0000000
Q39DELTA	DELTA-MANAGING CONFLICT	268	1.1567164	1.6731163	-5.0000000	9.0000000
Q40DELTA	DELTA-BUILDING TEAMWORK	267	0.8838951	1.4860261	-5.0000000	6.0000000
Q41DELTA	DELTA-DEVLP POS ORGAN CLIMAT	268	0.9253731	1.4359059	-5.0000000	7.0000000
Q42DELTA	DELTA-MOTIVATING PEOPLE	268	0.9738806	1.3885799	-5.0000000	6.0000000
Q43DELTA	DELTA-EMPLY COORD MECHNSM	268	0.9067164	1.6878814	-4.0000000	7.0000000
Q44DELTA	DELTA-DEVLP SUBORDINATES	268	0.6529851	1.5296417	-4.0000000	6.0000000
Q45DELTA	DELTA-UNDRSTND ROLE CO & XO	268	0.6716418	2.2294458	-10.0000000	9.0000000
Q46DELTA	DELTA-PROM INNOVT & RISK BHVR	267	0.6479401	1.7737713	-5.0000000	7.0000000
Q50DELTA	DELTA-MANAGE LABOR RELATIONS	267	1.8277154	2.8470238	-7.0000000	10.0000000
Q51DELTA	DELTA-MANG MULTI-CULT DIVRSTY	268	0.7014925	1.9642111	-8.0000000	6.0000000

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DESIGNATOR = ' '

Variable   Label                            N        Mean        Std Dev      Minimum      Maximum
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C35QUES    IMPOWR IND & WORK GRP/CUR        19     8.8947368    1.1496249    6.0000000    10.0000000
C37QUES    BUILDING TRUST/CUR               19     9.0000000    1.2018504    6.0000000    10.0000000
C38QUES    MANAGING CHANGE/CUR              19     8.7894737    1.1822271    6.0000000    10.0000000
C39QUES    MANAGING CONFLICT/CUR            19     8.4736842    1.2187617    6.0000000    10.0000000
C40QUES    BUILDING TEAMWORK/CUR            19     8.8421053    1.2139540    6.0000000    10.0000000
C41QUES    DEVLP POS ORGAN CLIMAT/CUR       19     8.8947368    1.1002392    7.0000000    10.0000000
C42QUES    MOTIVATING PEOPLE/CUR            19     8.6842105    1.2042809    6.0000000    10.0000000
C43QUES    EMPLY COORD MECHNSM/CUR          19     8.5789474    1.4649911    6.0000000    10.0000000
C44QUES    DEVLP SUBORDINATES/CUR           19     8.9473684    1.0259784    7.0000000    10.0000000
C45QUES    UNDRSTND ROLE CO & XO/CUR        19     8.4736842    0.9048279    7.0000000    10.0000000
C46QUES    PROM INNOVT & RISK BHVR/CUR      19     8.7894737    1.1822271    6.0000000    10.0000000
C50QUES    MANAGE LABOR RELATIONS/CUR       19     5.7368421    3.0883672            0    10.0000000
C51QUES    MANG MULTI-CULT DIVRSTY/CUR      19     7.8947368    1.4489359    5.0000000    10.0000000
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DESIGNATOR = MC

Variable   Label                            N        Mean        Std Dev      Minimum      Maximum
---------------------------------------------------------------------------------------------------------
C35QUES    IMPOWR IND & WORK GRP/CUR        88     8.2159091    1.5934410    3.0000000    10.0000000
C37QUES    BUILDING TRUST/CUR               88     8.6704545    1.1311705    5.0000000    10.0000000
C38QUES    MANAGING CHANGE/CUR              88     8.1931818    1.5673241    2.0000000    10.0000000
C39QUES    MANAGING CONFLICT/CUR            88     7.8181818    1.7190311    1.0000000    10.0000000
C40QUES    BUILDING TEAMWORK/CUR            88     8.3181818    1.4820416    5.0000000    10.0000000
C41QUES    DEVLP POS ORGAN CLIMAT/CUR       88     8.3295455    1.5064733    2.0000000    10.0000000
C42QUES    MOTIVATING PEOPLE/CUR            88     8.2613636    1.4019225    5.0000000    10.0000000
C43QUES    EMPLY COORD MECHNSM/CUR          88     7.8068182    1.8867838            0    10.0000000
C44QUES    DEVLP SUBORDINATES/CUR           88     8.2386364    1.6329532    4.0000000    10.0000000
C45QUES    UNDRSTND ROLE CO & XO/CUR        88     8.1022727    1.8510002    3.0000000    10.0000000
C46QUES    PROM INNOVT & RISK BHVR/CUR      87     8.0229885    1.7519226    4.0000000    10.0000000
C50QUES    MANAGE LABOR RELATIONS/CUR       88     5.2954545    2.6355618            0    10.0000000
C51QUES    MANG MULTI-CULT DIVRSTY/CUR      88     7.1590909    2.0449217    2.0000000    10.0000000
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DESIGNATOR = DC

Variable   Label                            N        Mean        Std Dev      Minimum      Maximum
---------------------------------------------------------------------------------------------------------
C35QUES    IMPOWR IND & WORK GRP/CUR        67     8.0298507    1.8746325    3.0000000    10.0000000
C37QUES    BUILDING TRUST/CUR               67     8.3283582    1.5896260    4.0000000    10.0000000
C38QUES    MANAGING CHANGE/CUR              67     7.8208955    1.6507608    4.0000000    10.0000000
C39QUES    MANAGING CONFLICT/CUR            67     7.5611940    1.6885492    3.0000000    10.0000000
C40QUES    BUILDING TEAMWORK/CUR            67     8.1492537    1.6545922    4.0000000    10.0000000
C41QUES    DEVLP POS ORGAN CLIMAT/CUR       67     8.2537313    1.6545922    4.0000000    10.0000000
C42QUES    MOTIVATING PEOPLE/CUR            67     8.0149254    1.5714550    4.0000000    10.0000000
C43QUES    EMPLY COORD MECHNSM/CUR          67     7.1343284    2.0662917            0    10.0000000
C44QUES    DEVLP SUBORDINATES/CUR           67     8.0746269    1.7607973    4.0000000    10.0000000
C45QUES    UNDRSTND ROLE CO & XO/CUR        67     8.4029851    1.7672072    3.0000000    10.0000000
C46QUES    PROM INNOVT & RISK BHVR/CUR      67     7.7910448    1.9964917    2.0000000    10.0000000
C50QUES    MANAGE LABOR RELATIONS/CUR       66     3.6515152    2.5267335            0     8.0000000
C51QUES    MANG MULTI-CULT DIVRSTY/CUR      67     7.3731343    1.7480363    3.0000000    10.0000000
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DESIGNATOR = NC

Variable   Label                            N        Mean        Std Dev      Minimum      Maximum
---------------------------------------------------------------------------------------------------------
C35QUES    IMPOWR IND & WORK GRP/CUR        31     8.6129032    1.2295641    5.0000000    10.0000000
C37QUES    BUILDING TRUST/CUR               31     8.9354839    1.2092831    6.0000000    10.0000000
C38QUES    MANAGING CHANGE/CUR              31     8.3548387    1.4270806    5.0000000    10.0000000
C39QUES    MANAGING CONFLICT/CUR            31     8.3225806    1.4465383    5.0000000    10.0000000
C40QUES    BUILDING TEAMWORK/CUR            31     8.7741935    1.1462890    6.0000000    10.0000000
C41QUES    DEVLP POS ORGAN CLIMAT/CUR       31     8.8064516    1.0138821    7.0000000    10.0000000
C42QUES    MOTIVATING PEOPLE/CUR            31     8.5806452    1.2321849    6.0000000    10.0000000
C43QUES    EMPLY COORD MECHNSM/CUR          31     8.3548387    1.6442994    3.0000000    10.0000000
C44QUES    DEVLP SUBORDINATES/CUR           31     9.1290323    0.9216628    7.0000000    10.0000000
C45QUES    UNDRSTND ROLE CO & XO/CUR        31     7.4193548    2.1721601    1.0000000    10.0000000
C46QUES    PROM INNOVT & RISK BHVR/CUR      31     8.2580645    1.5909691    5.0000000    10.0000000
C50QUES    MANAGE LABOR RELATIONS/CUR       31     6.1612903    2.2523584    1.0000000    10.0000000
C51QUES    MANG MULTI-CULT DIVRSTY/CUR      31     7.8064516    1.8514743    4.0000000    10.0000000
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DESIGNATOR = HCA

Variable  Label                            N        Mean       Std Dev     Minimum       Maximum
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C35QUES   IMPOW IND & WORK GRP/CUR         48     8.6458333    1.2460932    6.0000000    10.0000000
C37QUES   BUILDING TRUST/CUR               48     8.8958333    1.1529718    6.0000000    10.0000000
C38QUES   MANAGING CHANGE/CUR              48     8.5833333    1.4415319    4.0000000    10.0000000
C39QUES   MANAGING CONFLICT/CUR            48     8.4583333    1.4285588    4.0000000    10.0000000
C40QUES   BUILDING TEAMWORK/CUR            48     9.1666667    1.0685710    6.0000000    10.0000000
C41QUES   DEVLP POS ORGAN CLIMAT/CUR       48     8.8750000    1.1036689    6.0000000    10.0000000
C42QUES   MOTIVATING PEOPLE/CUR            48     8.7708333    1.2070640    6.0000000    10.0000000
C43QUES   EMPLY COORD MECHNSM/CUR          48     8.3541667    1.3126161    4.0000000    10.0000000
C44QUES   DEVLP SUBORDINATES/CUR           48     8.7291667    1.3004023    5.0000000    10.0000000
C45QUES   UNDRSTND ROLE CO & XO/CUR        48     8.8750000    1.1227815    7.0000000    10.0000000
C46QUES   PROM INNOVT & RISK BHVR/CUR      48     8.6666667    1.1172408    6.0000000    10.0000000
C50QUES   MANAGE LABOR RELATIONS/CUR       48     6.6458333    2.3108402    2.0000000    10.0000000
C51QUES   MANG MULTI-CULT DIVRSTY/CUR      48     7.8125000    2.0069692    3.0000000    10.0000000
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DESIGNATOR = AH

Variable  Label                            N        Mean       Std Dev     Minimum       Maximum
--------------------------------------------------------------------------------------------------
C35QUES   IMPOW IND & WORK GRP/CUR         15     8.6666667    1.0465342    7.0000000    10.0000000
C37QUES   BUILDING TRUST/CUR               14     8.6428571    1.2774459    6.0000000    10.0000000
C38QUES   MANAGING CHANGE/CUR              15     8.5333333    1.1254629    7.0000000    10.0000000
C39QUES   MANAGING CONFLICT/CUR            15     8.2666667    1.4375906    6.0000000    10.0000000
C40QUES   BUILDING TEAMWORK/CUR            14     9.2857143    0.9972490    7.0000000    10.0000000
C41QUES   DEVLP POS ORGAN CLIMAT/CUR       15     8.3333333    1.3451854    5.0000000    10.0000000
C42QUES   MOTIVATING PEOPLE/CUR            15     8.6000000    1.2421180    6.0000000    10.0000000
C43QUES   EMPLY COORD MECHNSM/CUR          15     8.6000000    1.4040757    5.0000000    10.0000000
C44QUES   DEVLP SUBORDINATES/CUR           15     8.7333333    1.3345233    5.0000000    10.0000000
C45QUES   UNDRSTND ROLE CO & XO/CUR        15     9.1333333    1.1254629    7.0000000    10.0000000
C46QUES   PROM INNOVT & RISK BHVR/CUR      15     8.4000000    1.4040757    6.0000000    10.0000000
C50QUES   MANAGE LABOR RELATIONS/CUR       15     5.4000000    2.5014282    0            9.0000000
C51QUES   MANG MULTI-CULT DIVRSTY/CUR      15     7.4000000    1.7647339    5.0000000    10.0000000
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DESIGNATOR = ' '

Variable  Label                            N        Mean       Std Dev     Minimum       Maximum
--------------------------------------------------------------------------------------------------
R35QUES   IMPOW IND & WORK GRP/REQ         19     9.1052632    1.2425215    6.0000000    10.0000000
R37QUES   BUILDING TRUST/REQ               19     9.3157895    1.1081833    6.0000000    10.0000000
R38QUES   MANAGING CHANGE/REQ              19     9.4736842    1.0202626    6.0000000    10.0000000
R39QUES   MANAGING CONFLICT/REQ            19     9.3684211    1.1647855    6.0000000    10.0000000
R40QUES   BUILDING TEAMWORK/REQ            19     9.4210526    1.0173926    7.0000000    10.0000000
R41QUES   DEVLP POS ORGAN CLIMAT/REQ       19     9.5789474    0.6924826    8.0000000    10.0000000
R42QUES   MOTIVATING PEOPLE/REQ            19     9.4210526    1.0706048    6.0000000    10.0000000
R43QUES   EMPLY COORD MECHNSM/REQ          19     9.1052632    1.3701069    5.0000000    10.0000000
R44QUES   DEVLP SUBORDINATES/REQ           19     9.1052632    1.1496249    7.0000000    10.0000000
R45QUES   UNDRSTND ROLE CO & XO/REQ        19     9.4210526    0.9612370    7.0000000    10.0000000
R46QUES   PROM INNOVT & RISK BHVR/REQ      19     9.1578947    1.1186876    7.0000000    10.0000000
R50QUES   MANAGE LABOR RELATIONS/REQ       19     7.4736842    2.9339774    0            10.0000000
R51QUES   MANG MULTI-CULT DIVRSTY/REQ      19     8.1052632    2.2084368    1.0000000    10.0000000
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DESIGNATOR = MC

Variable  Label                            N        Mean       Std Dev     Minimum       Maximum
--------------------------------------------------------------------------------------------------
R35QUES   IMPOW IND & WORK GRP/REQ         89     8.9213483    1.4477625    2.0000000    10.0000000
R37QUES   BUILDING TRUST/REQ               89     8.9707865    0.9093207    6.0000000    10.0000000
R38QUES   MANAGING CHANGE/REQ              89     9.3483146    0.9426887    6.0000000    10.0000000
R39QUES   MANAGING CONFLICT/REQ            89     9.2247191    1.0085184    6.0000000    10.0000000
R40QUES   BUILDING TEAMWORK/REQ            89     9.3258427    0.9387526    6.0000000    10.0000000
R41QUES   DEVLP POS ORGAN CLIMAT/REQ       89     9.3707865    0.8839738    7.0000000    10.0000000
R42QUES   MOTIVATING PEOPLE/REQ            89     9.3483146    0.8673513    7.0000000    10.0000000
R43QUES   EMPLY COORD MECHNSM/REQ          89     8.7752809    1.4361629    0            10.0000000
R44QUES   DEVLP SUBORDINATES/REQ           89     8.9775281    1.3946284    2.0000000    10.0000000
R45QUES   UNDRSTND ROLE CO & XO/REQ        89     8.7415730    2.0863631    0            10.0000000
R46QUES   PROM INNOVT & RISK BHVR/REQ      89     8.5340909    1.6536193    2.0000000    10.0000000
R50QUES   MANAGE LABOR RELATIONS/REQ       89     7.2696629    2.5926647    0            10.0000000
R51QUES   MANG MULTI-CULT DIVRSTY/REQ      89     8.0449438    1.9534940    0            10.0000000
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DESIGNATOR = DC

Variable   Label                        N        Mean        Std Dev      Minimum      Maximum
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R35QUES    IMPOWR IND & WORK GRP/REQ    67    8.5970149    1.5281173    3.0000000   10.0000000
R37QUES    BUILDING TRUST/REQ           67    9.0447761    1.3420116    4.0000000   10.0000000
R38QUES    MANAGING CHANGE/REQ          67    8.8805970    1.4618625    4.0000000   10.0000000
R39QUES    MANAGING CONFLICT/REQ        67    8.7611940    1.4780162    4.0000000   10.0000000
R40QUES    BUILDING TEAMWORK/REQ        67    9.1492537    1.2216944    4.0000000   10.0000000
R41QUES    DEVLP POS ORGAN CLIMAT/REQ   67    9.1492537    1.2092288    4.0000000   10.0000000
R42QUES    MOTIVATING PEOPLE/REQ        67    9.1044776    1.2077318    4.0000000   10.0000000
R43QUES    EMPLY COORD MECHNSM/REQ      67    8.2835821    1.6030839    3.0000000   10.0000000
R44QUES    DEVLP SUBORDINATES/REQ       67    9.9253731    1.2710463    6.0000000   10.0000000
R45QUES    UNDRSTND ROLE CO & XO/REQ    67    8.9701493    1.9066680            0   10.0000000
R46QUES    PROM INNOVT & RISK BHVR/REQ  67    8.5671642    1.5494269    4.0000000   10.0000000
R50QUES    MANAGE LABOR RELATIONS/REQ   67    5.9696970    2.9507219            0   10.0000000
R51QUES    MANG MULTI-CULT DIVRSTY/REQ  67    8.0298507    1.5469437    4.0000000   10.0000000
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DESIGNATOR = NC

Variable   Label                        N        Mean        Std Dev      Minimum      Maximum
---------------------------------------------------------------------------------------------------
R35QUES    IMPOWR IND & WORK GRP/REQ    31    9.8064516    0.4774484    8.0000000   10.0000000
R37QUES    BUILDING TRUST/REQ           31    9.9354839    0.2497310    9.0000000   10.0000000
R38QUES    MANAGING CHANGE/REQ          31    9.7741935    0.5603378    8.0000000   10.0000000
R39QUES    MANAGING CONFLICT/REQ        31    9.7419355    0.5754848    8.0000000   10.0000000
R40QUES    BUILDING TEAMWORK/REQ        31    9.9354839    0.2497310    9.0000000   10.0000000
R41QUES    DEVLP POS ORGAN CLIMAT/REQ   31    9.9354839    0.2497310    9.0000000   10.0000000
R42QUES    MOTIVATING PEOPLE/REQ        31    9.7419355    0.5754848    8.0000000   10.0000000
R43QUES    EMPLY COORD MECHNSM/REQ      31    9.4516129    1.3865715    3.0000000   10.0000000
R44QUES    DEVLP SUBORDINATES/REQ       31    9.4193548    1.3850197    5.0000000   10.0000000
R45QUES    UNDRSTND ROLE CO & XO/REQ    31    9.0645161    2.5421183            0   10.0000000
R46QUES    PROM INNOVT & RISK BHVR/REQ  31    9.5806452    1.1768374    4.0000000   10.0000000
R50QUES    MANAGE LABOR RELATIONS/REQ   31    7.8387097    2.8059077            0   10.0000000
R51QUES    MANG MULTI-CULT DIVRSTY/REQ  31    9.7096774    1.9696624    3.0000000   10.0000000
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DESIGNATOR = HCA

Variable   Label                        N        Mean        Std Dev      Minimum      Maximum
---------------------------------------------------------------------------------------------------
R35QUES    IMPOWR IND & WORK GRP/REQ    48    9.2708333    0.8929888    7.0000000   10.0000000
R37QUES    BUILDING TRUST/REQ           48    9.3958333    0.8183945    8.0000000   10.0000000
R38QUES    MANAGING CHANGE/REQ          48    9.4791667    0.7142794    8.0000000   10.0000000
R39QUES    MANAGING CONFLICT/REQ        48    9.4375000    0.8227161    7.0000000   10.0000000
R40QUES    BUILDING TEAMWORK/REQ        48    9.5000000    0.7145896    8.0000000   10.0000000
R41QUES    DEVLP POS ORGAN CLIMAT/REQ   48    9.6250000    0.6058228    8.0000000   10.0000000
R42QUES    MOTIVATING PEOPLE/REQ        48    9.4791667    0.7434704    8.0000000   10.0000000
R43QUES    EMPLY COORD MECHNSM/REQ      48    9.1041667    0.9728131    7.0000000   10.0000000
R44QUES    DEVLP SUBORDINATES/REQ       48    9.5416667    0.7425755    8.0000000   10.0000000
R45QUES    UNDRSTND ROLE CO & XO/REQ    48    9.5625000    0.7410817    7.0000000   10.0000000
R46QUES    PROM INNOVT & RISK BHVR/REQ  48    9.1875000    1.0033190    5.0000000   10.0000000
R50QUES    MANAGE LABOR RELATIONS/REQ   48    7.6666667    2.0351521    2.0000000   10.0000000
R51QUES    MANG MULTI-CULT DIVRSTY/REQ  48    8.4583333    1.5431156    3.0000000   10.0000000
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DESIGNATOR = AH

Variable   Label                        N        Mean        Std Dev      Minimum      Maximum
---------------------------------------------------------------------------------------------------
R35QUES    IMPOWR IND & WORK GRP/REQ    15    9.0666667    1.0997835    7.0000000   10.0000000
R37QUES    BUILDING TRUST/REQ           15    9.1333333    0.9904304    7.0000000   10.0000000
R38QUES    MANAGING CHANGE/REQ          15    8.6666667    0.9154754    7.0000000   10.0000000
R39QUES    MANAGING CONFLICT/REQ        15    9.0666667    0.9837151    8.0000000   10.0000000
R40QUES    BUILDING TEAMWORK/REQ        15    9.3333333    1.0465362    7.0000000   10.0000000
R41QUES    DEVLP POS ORGAN CLIMAT/REQ   15    9.2000000    1.0823255    7.0000000   10.0000000
R42QUES    MOTIVATING PEOPLE/REQ        15    9.1333333    0.9154754    8.0000000   10.0000000
R43QUES    EMPLY COORD MECHNSM/REQ      15    8.6666667    1.2344248    6.0000000   10.0000000
R44QUES    DEVLP SUBORDINATES/REQ       15    8.9333333    1.0327956    7.0000000   10.0000000
R45QUES    UNDRSTND ROLE CO & XO/REQ    15    9.4000000    0.9102590    7.0000000   10.0000000
R46QUES    PROM INNOVT & RISK BHVR/REQ  15    8.7333333    1.2227950    7.0000000   10.0000000
R50QUES    MANAGE LABOR RELATIONS/REQ   15    7.6666667    2.2612957    3.0000000   10.0000000
R51QUES    MANG MULTI-CULT DIVRSTY/REQ  15    7.6666667    2.0236695    4.0000000   10.0000000
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DESIGNATOR = ' '

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
Q35DELTA	DELTA-IMPOW IND & WORK GRP	19	0.2105263	1.5121342	-3.0000000	4.000000
Q37DELTA	DELTA-BUILDING TRUST	19	0.3157895	3.3355245	-3.0000000	3.000000
Q38DELTA	DELTA-MANAGING CHANGE	19	0.6842105	1.6347827	-3.0000000	4.000000
Q39DELTA	DELTA-MANAGING CONFLICT	19	0.8947368	1.5236920	-2.0000000	4.000000
Q40DELTA	DELTA-BUILDING TEAMWORK	19	0.5789474	1.3870748	-2.0000000	3.000000
Q41DELTA	DELTA-DEVLP POS ORGAN CLIMAT	19	0.6842105	1.2932574	-2.0000000	3.000000
Q42DELTA	DELTA-MOTIVATING PEOPLE	19	0.7368421	1.1945294	-2.0000000	3.000000
Q43DELTA	DELTA-EMPLY COORD MECHNSM	19	0.5263158	1.6454794	-4.0000000	3.000000
Q44DELTA	DELTA-DEVLP SUBORDINATES	19	0.1578947	1.0678721	-2.0000000	2.000000
Q45DELTA	DELTA-UNDRSTND ROLE CO & XO	19	-0.0526316	1.1772701	-3.0000000	2.000000
Q46DELTA	DELTA-FROM INNOVT & RISK BNVR	19	0.3684211	1.6059101	-3.0000000	3.000000
Q50DELTA	DELTA-MANAGE LABOR RELATIONS	19	1.7368421	3.4130811	-4.0000000	9.000000
Q51DELTA	DELTA-MANG MULTI-CULT DIVRSTY	19	0.2105263	1.4749368	-4.0000000	3.000000

DESIGNATOR = MC

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
Q35DELTA	DELTA-IMPOW IND & WORK GRP	88	0.6931818	1.4805867	-3.0000000	5.000000
Q37DELTA	DELTA-BUILDING TRUST	88	0.6931818	1.1582562	-1.0000000	5.000000
Q38DELTA	DELTA-MANAGING CHANGE	88	1.1477273	1.5427977	-2.0000000	7.000000
Q39DELTA	DELTA-MANAGING CONFLICT	88	1.3977273	1.6297505	-2.0000000	5.000000
Q40DELTA	DELTA-BUILDING TEAMWORK	88	1.0113636	1.3771061	-2.0000000	5.000000
Q41DELTA	DELTA-DEVLP POS ORGAN CLIMAT	88	1.0340909	1.4890317	-2.0000000	7.000000
Q42DELTA	DELTA-MOTIVATING PEOPLE	88	1.0909091	1.2652415	-2.0000000	5.000000
Q43DELTA	DELTA-EMPLY COORD MECHNSM	88	0.9659091	1.5346486	-3.0000000	7.000000
Q44DELTA	DELTA-DEVLP SUBORDINATES	88	0.7272727	1.5216395	-3.0000000	5.000000
Q45DELTA	DELTA-UNDRSTND ROLE CO & XO	88	0.6250000	2.6055313	-10.0000000	6.000000
Q46DELTA	DELTA-FROM INNOVT & RISK BNVR	88	0.4942529	1.9282090	-5.0000000	6.000000
Q50DELTA	DELTA-MANAGE LABOR RELATIONS	88	2.0000000	3.0550505	-7.0000000	8.000000
Q51DELTA	DELTA-MANG MULTI-CULT DIVRSTY	88	0.8750000	2.2581271	-8.0000000	6.000000

DESIGNATOR = DC

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
Q35DELTA	DELTA-IMPOW IND & WORK GRP	67	0.5671642	1.8192896	-5.0000000	6.000000
Q37DELTA	DELTA-BUILDING TRUST	67	0.7164179	1.5840681	-5.0000000	5.000000
Q38DELTA	DELTA-MANAGING CHANGE	67	1.0597015	1.7827507	-5.0000000	6.000000
Q39DELTA	DELTA-MANAGING CONFLICT	67	1.0000000	2.0597146	-5.0000000	6.000000
Q40DELTA	DELTA-BUILDING TEAMWORK	67	0.8955224	1.7933744	-5.0000000	6.000000
Q41DELTA	DELTA-DEVLP POS ORGAN CLIMAT	67	1.0895522	1.8607747	-5.0000000	6.000000
Q42DELTA	DELTA-MOTIVATING PEOPLE	67	1.1492537	2.0835120	-4.0000000	7.000000
Q43DELTA	DELTA-EMPLY COORD MECHNSM	67	0.8507463	1.7516549	-3.0000000	5.000000
Q44DELTA	DELTA-DEVLP SUBORDINATES	67	0.5671642	2.3434233	-10.0000000	6.000000
Q45DELTA	DELTA-UNDRSTND ROLE CO & XO	67	0.7761194	2.0583967	-4.0000000	7.000000
Q46DELTA	DELTA-FROM INNOVT & RISK BNVR	87	0.7761194	2.0583967	-5.0000000	10.000000
Q50DELTA	DELTA-MANAGE LABOR RELATIONS	66	2.3181818	2.8292923	-5.0000000	10.000000
Q51DELTA	DELTA-MANG MULTI-CULT DIVRSTY	67	0.6567164	1.9660161	-6.0000000	6.000000

DESIGNATOR = NC

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
Q35DELTA	DELTA-IMPOW IND & WORK GRP	31	1.1935484	1.1081322	0	4.000000
Q37DELTA	DELTA-BUILDING TRUST	31	1.0000000	1.1832160	0	4.000000
Q38DELTA	DELTA-MANAGING CHANGE	31	1.4193548	1.5005375	0	5.000000
Q39DELTA	DELTA-MANAGING CONFLICT	31	1.4193548	1.3108316	0	4.000000
Q40DELTA	DELTA-BUILDING TEAMWORK	31	1.1612903	1.1859391	0	4.000000
Q41DELTA	DELTA-DEVLP POS ORGAN CLIMAT	31	1.2903223	1.0564701	0	3.000000
Q42DELTA	DELTA-MOTIVATING PEOPLE	31	1.1612903	1.0983859	0	3.000000
Q43DELTA	DELTA-EMPLY COORD MECHNSM	31	1.0967742	1.7767918	-4.0000000	6.000000
Q44DELTA	DELTA-DEVLP SUBORDINATES	31	0.2903226	1.5746650	-4.0000000	3.000000
Q45DELTA	DELTA-UNDRSTND ROLE CO & XO	31	1.6451613	2.8230998	-8.0000000	9.000000
Q46DELTA	DELTA-FROM INNOVT & RISK BNVR	31	1.3225806	1.4233083	-2.0000000	4.000000
Q50DELTA	DELTA-MANAGE LABOR RELATIONS	31	1.6774194	2.7614863	-6.0000000	4.000000
Q51DELTA	DELTA-MANG MULTI-CULT DIVRSTY	31	0.9032258	1.7388663	-3.0000000	4.000000

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DESIGNATOR = HCA

Variable   Label                          N        Mean         Std Dev      Minimum       Maximum
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Q35DELTA   DELTA-IMPOVR IND & WORK GRP     48    0.6250000    1.0236564    -2.0000000     3.0000000
Q37DELTA   DELTA-BUILDING TRUST            48    0.5000000    1.1669199    -2.0000000     4.0000000
Q38DELTA   DELTA-MANAGING CHANGE           48    0.8958333    1.2418172    -1.0000000     5.0000000
Q39DELTA   DELTA-MANAGING CONFLICT         48    0.9791667    1.4802183    -2.0000000     6.0000000
Q40DELTA   DELTA-BUILDING TEAMWORK         48    0.5833333    1.0279774    -2.0000000     3.0000000
Q41DELTA   DELTA-DEVLP POS ORGAN CLIMAT    48    0.7500000    1.0817637    -2.0000000     3.0000000
Q42DELTA   DELTA-MOTIVATING PEOPLE         48    0.7083333    1.0097047    -2.0000000     3.0000000
Q43DELTA   DELTA-EMPLY COORD MECHNSM       48    0.7500000    1.2116456    -2.0000000     3.0000000
Q44DELTA   DELTA-DEVLP SUBORDINATES        48    0.8125000    1.2825548    -2.0000000     3.0000000
Q45DELTA   DELTA-UNDRSTND ROLE CO & XO     48    0.6875000    1.1328039    -2.0000000     3.0000000
Q46DELTA   DELTA-PROM INNOVT & RISK BHVR   48    0.5208333    1.3367089    -5.0000000     3.0000000
Q50DELTA   DELTA-MANAGE LABOR RELATIONS    48    0.2083333    2.0052016    -5.0000000     5.0000000
Q51DELTA   DELTA-MANG MULTI-CULT DIVRSTY   48    0.6458333    1.6565741    -3.0000000     3.0000000
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DESIGNATOR = AH

Variable   Label                          N        Mean         Std Dev      Minimum       Maximum
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Q35DELTA   DELTA-IMPOVR IND & WORK GRP     15    0.4000000    0.7367884            0      2.0000000
Q37DELTA   DELTA-BUILDING TRUST            14    0.4285714    1.3985864    -2.0000000     4.0000000
Q38DELTA   DELTA-MANAGING CHANGE           15    0.3333333    1.2344268    -2.0000000     3.0000000
Q39DELTA   DELTA-MANAGING CONFLICT         15    0.8000000    1.3732131    -2.0000000     4.0000000
Q40DELTA   DELTA-BUILDING TEAMWORK         14    0.3571429    1.0082081    -2.0000000     2.0000000
Q41DELTA   DELTA-DEVLP POS ORGAN CLIMAT    15    0.8666667    1.2459458    -1.0000000     3.0000000
Q42DELTA   DELTA-MOTIVATING PEOPLE         15    0.5333333    1.2459458    -2.0000000     3.0000000
Q43DELTA   DELTA-EMPLY COORD MECHNSM       15    0.0666667    1.6242214    -2.0000000     5.0000000
Q44DELTA   DELTA-DEVLP SUBORDINATES        15    0.2000000    1.5212777    -2.0000000     4.0000000
Q45DELTA   DELTA-UNDRSTND ROLE CO & XO     15    0.2666667    0.7037316    -1.0000000     2.0000000
Q46DELTA   DELTA-PROM INNOVT & RISK BHVR   15    0.3333333    1.3451854    -2.0000000     3.0000000
Q50DELTA   DELTA-MANAGE LABOR RELATIONS    15    1.6666667    3.2219485    -4.0000000    10.0000000
Q51DELTA   DELTA-MANG MULTI-CULT DIVRSTY   15    0.2666667    2.0862361    -5.0000000     3.0000000
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RANK = ' '

Variable   Label                          N        Mean         Std Dev      Minimum       Maximum
------------------------------------------------------------------------------------------------------
Q35QUES    IMPOVR IND & WORK GRP/CUR        1    8.0000000        .         8.0000000     8.0000000
Q37QUES    BUILDING TRUST/CUR               1   10.0000000        .        10.0000000    10.0000000
Q38QUES    MANAGING CHANGE/CUR              1    8.0000000        .         8.0000000     8.0000000
Q39QUES    MANAGING CONFLICT/CUR            1    5.0000000        .         5.0000000     5.0000000
Q40QUES    BUILDING TEAMWORK/CUR            1    8.0000000        .         8.0000000     8.0000000
Q41QUES    DEVLP POS ORGAN CLIMAT/CUR       1    8.0000000        .         8.0000000     8.0000000
Q42QUES    MOTIVATING PEOPLE/CUR            1    6.0000000        .         6.0000000     6.0000000
Q43QUES    EMPLY COORD MECHNSM/CUR          1    6.0000000        .         6.0000000     6.0000000
Q44QUES    DEVLP SUBORDINATES/CUR           1    9.0000000        .         9.0000000     9.0000000
Q45QUES    UNDRSTND ROLE CO & XO/CUR        1    9.0000000        .         9.0000000     9.0000000
Q46QUES    PROM INNOVT & RISK BHVR/CUR      1    6.0000000        .         6.0000000     6.0000000
Q50QUES    MANAGE LABOR RELATIONS/CUR       1    1.0000000        .         1.0000000     1.0000000
Q51QUES    MANG MULTI-CULT DIVRSTY/CUR      1    6.0000000        .         6.0000000     6.0000000
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RANK = ADM

Variable   Label                          N        Mean         Std Dev      Minimum       Maximum
------------------------------------------------------------------------------------------------------
Q35QUES    IMPOVR IND & WORK GRP/CUR       10    9.5000000    0.5270463     9.0000000    10.0000000
Q37QUES    BUILDING TRUST/CUR              10    9.6000000    0.6992059     8.0000000    10.0000000
Q38QUES    MANAGING CHANGE/CUR             10    9.2000000    0.9189366     8.0000000    10.0000000
Q39QUES    MANAGING CONFLICT/CUR           10    8.8000000    1.0327956     7.0000000    10.0000000
Q40QUES    BUILDING TEAMWORK/CUR           10    9.5000000    0.8498366     8.0000000    10.0000000
Q41QUES    DEVLP POS ORGAN CLIMAT/CUR      10    9.5000000    0.7071068     8.0000000    10.0000000
Q42QUES    MOTIVATING PEOPLE/CUR           10    9.3000000    0.9486833     8.0000000    10.0000000
Q43QUES    EMPLY COORD MECHNSM/CUR         10    9.1000000    0.9944289     8.0000000    10.0000000
Q44QUES    DEVLP SUBORDINATES/CUR          10    9.4000000    0.8432740     8.0000000    10.0000000
Q45QUES    UNDRSTND ROLE CO & XO/CUR       10    9.7000000    0.6749486     8.0000000    10.0000000
Q46QUES    PROM INNOVT & RISK BHVR/CUR     10    9.5000000    0.8498366     8.0000000    10.0000000
Q50QUES    MANAGE LABOR RELATIONS/CUR      10    6.5000000    1.4337209     5.0000000     8.0000000
Q51QUES    MANG MULTI-CULT DIVRSTY/CUR     10    8.2000000    1.6193277     5.0000000    10.0000000
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RANK = CAPT

Variable   Label                          N         Mean        Std Dev       Minimum        Maximum
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C35QUES    IMPOWR IND & WORK GRP/CUR      211     8.3364929    1.5539642     3.0000000     10.0000000
C37QUES    BUILDING TRUST/CUR             211     8.6445498    1.3062874     4.0000000     10.0000000
C38QUES    MANAGING CHANGE/CUR            211     8.2464455    1.5137227     2.0000000     10.0000000
C39QUES    MANAGING CONFLICT/CUR          211     8.0284360    1.5943791     1.0000000     10.0000000
C40QUES    BUILDING TEAMWORK/CUR          210     8.5000000    1.4484772     4.0000000     10.0000000
C41QUES    DEVLP POS ORGAN CLIMAT/CUR     211     8.4786730    1.4353596     2.0000000     10.0000000
C42QUES    MOTIVATING PEOPLE/CUR          211     8.3744076    1.3512284     4.0000000     10.0000000
C43QUES    EMPLY COORD MECHNSM/CUR        211     7.8767773    1.7631090     0              10.0000000
C44QUES    DEVLP SUBORDINATES/CUR         211     8.4502370    1.5278798     4.0000000     10.0000000
C45QUES    UNDRSTND ROLE CO & XO/CUR      211     8.3981043    1.7245555     3.0000000     10.0000000
C46QUES    PROM INNOVT & RISK BHVR/CUR    210     8.1523810    1.7183555     2.0000000     10.0000000
C50QUES    MANAGE LABOR RELATIONS/CUR     210     5.1904762    2.6811239     0              10.0000000
C51QUES    MANG MULTI-CULT DIVRSTY/CUR    211     7.4644550    1.8496891     2.0000000     10.0000000
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RANK = CDR

Variable   Label                          N         Mean        Std Dev       Minimum        Maximum
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C35QUES    IMPOWR IND & WORK GRP/CUR       43     8.1395349    1.5365607     5.0000000     10.0000000
C37QUES    BUILDING TRUST/CUR              42     8.5476190    1.4003899     5.0000000     10.0000000
C38QUES    MANAGING CHANGE/CUR             43     8.0465116    1.6612314     4.0000000     10.0000000
C39QUES    MANAGING CONFLICT/CUR           43     7.9767442    1.6971737     2.0000000     10.0000000
C40QUES    BUILDING TEAMWORK/CUR           43     8.2325581    1.4774046     5.0000000     10.0000000
C41QUES    DEVLP POS ORGAN CLIMAT/CUR      43     8.3488372    1.3952935     4.0000000     10.0000000
C42QUES    MOTIVATING PEOPLE/CUR           43     8.1627907    1.5725356     4.0000000     10.0000000
C43QUES    EMPLY COORD MECHNSM/CUR         43     7.7441860    2.2263896     0              10.0000000
C44QUES    DEVLP SUBORDINATES/CUR          43     8.2790698    1.6377334     5.0000000     10.0000000
C45QUES    UNDRSTND ROLE CO & XO/CUR       43     8.0232558    1.9455489     1.0000000     10.0000000
C46QUES    PROM INNOVT & RISK BHVR/CUR     43     8.0000000    1.4960265     4.0000000     10.0000000
C50QUES    MANAGE LABOR RELATIONS/CUR      43     5.2790698    3.0184006     0              10.0000000
C51QUES    MANG MULTI-CULT DIVRSTY/CUR     43     7.2790698    2.1857284     2.0000000     10.0000000
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RANK = LCDR

Variable   Label                          N         Mean        Std Dev       Minimum        Maximum
---------------------------------------------------------------------------------------------------
C35QUES    IMPOWR IND & WORK GRP/CUR        2    10.0000000    0             10.0000000     10.0000000
C37QUES    BUILDING TRUST/CUR               2     9.0000000    1.4142136     8.0000000     10.0000000
C38QUES    MANAGING CHANGE/CUR              2     9.0000000    1.4142136     8.0000000     10.0000000
C39QUES    MANAGING CONFLICT/CUR            2     9.5000000    0.7071068     9.0000000     10.0000000
C40QUES    BUILDING TEAMWORK/CUR            2    10.0000000    0             10.0000000     10.0000000
C41QUES    DEVLP POS ORGAN CLIMAT/CUR       2     9.5000000    0.7071068     9.0000000     10.0000000
C42QUES    MOTIVATING PEOPLE/CUR            2     9.0000000    1.4142136     8.0000000     10.0000000
C43QUES    EMPLY COORD MECHNSM/CUR          2     9.0000000    1.4142136     8.0000000     10.0000000
C44QUES    DEVLP SUBORDINATES/CUR           2     9.0000000    1.4142136     8.0000000     10.0000000
C45QUES    UNDRSTND ROLE CO & XO/CUR        2     9.5000000    0.7071068     9.0000000     10.0000000
C46QUES    PROM INNOVT & RISK BHVR/CUR      2     9.5000000    0.7071068     9.0000000     10.0000000
C50QUES    MANAGE LABOR RELATIONS/CUR       2     7.5000000    3.5355339     5.0000000     10.0000000
C51QUES    MANG MULTI-CULT DIVRSTY/CUR      2     8.5000000    2.1213203     7.0000000     10.0000000
---------------------------------------------------------------------------------------------------

RANK = OTHER

Variable   Label                          N         Mean        Std Dev       Minimum        Maximum
---------------------------------------------------------------------------------------------------
C35QUES    IMPOWR IND & WORK GRP/CUR        1    10.0000000    .            10.0000000     10.0000000
C37QUES    BUILDING TRUST/CUR               1    10.0000000    .            10.0000000     10.0000000
C38QUES    MANAGING CHANGE/CUR              1     7.0000000    .             7.0000000      7.0000000
C39QUES    MANAGING CONFLICT/CUR            1     8.0000000    .             8.0000000      8.0000000
C40QUES    BUILDING TEAMWORK/CUR            1     9.0000000    .             9.0000000      9.0000000
C41QUES    DEVLP POS ORGAN CLIMAT/CUR       1     9.0000000    .             9.0000000      9.0000000
C42QUES    MOTIVATING PEOPLE/CUR            1    10.0000000    .            10.0000000     10.0000000
C43QUES    EMPLY COORD MECHNSM/CUR          1     7.0000000    .             7.0000000      7.0000000
C44QUES    DEVLP SUBORDINATES/CUR           1     9.0000000    .             9.0000000      9.0000000
C45QUES    UNDRSTND ROLE CO & XO/CUR        1     7.0000000    .             7.0000000      7.0000000
C46QUES    PROM INNOVT & RISK BHVR/CUR      1     9.0000000    .             9.0000000      9.0000000
C50QUES    MANAGE LABOR RELATIONS/CUR       1     9.0000000    .             9.0000000      9.0000000
C51QUES    MANG MULTI-CULT DIVRSTY/CUR      1     9.0000000    .             9.0000000      9.0000000
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RANK = ' '

Variable   Label                           N        Mean        Std Dev       Minimum       Maximum
--------------------------------------------------------------------------------------------------------
R35QUES    IMPOWR IND & WORK GRP/REQ        1     8.0000000         .         8.0000000     8.0000000
R37QUES    BUILDING TRUST/REQ              1    10.0000000         .        10.0000000    10.0000000
R38QUES    MANAGING CHANGE/REQ             1     8.0000000         .         8.0000000     8.0000000
R39QUES    MANAGING CONFLICT/REQ           1     8.0000000         .         8.0000000     8.0000000
R40QUES    BUILDING TEAMWORK/REQ           1    10.0000000         .        10.0000000    10.0000000
R41QUES    DEVLP POS ORGAN CLIMAT/REQ      1    10.0000000         .        10.0000000    10.0000000
R42QUES    MOTIVATING PEOPLE/REQ           1     8.0000000         .         8.0000000     8.0000000
R43QUES    EMPLY COORD MECHNSM/REQ         1     7.0000000         .         7.0000000     7.0000000
R44QUES    DEVLP SUBORDINATES/REQ          1    10.0000000         .        10.0000000    10.0000000
R45QUES    UNDRSTND ROLE CO & XO/REQ       1    10.0000000         .        10.0000000    10.0000000
R46QUES    PROM INNOVT & RISK BNVR/REQ     1     8.0000000         .         8.0000000     8.0000000
R50QUES    MANAGE LABOR RELATIONS/REQ      1     5.0000000         .         5.0000000     5.0000000
R51QUES    MANG MULTI-CULT DIVRSTY/REQ     1     5.0000000         .         5.0000000     5.0000000
--------------------------------------------------------------------------------------------------------


RANK = ADM

Variable   Label                           N        Mean        Std Dev       Minimum       Maximum
--------------------------------------------------------------------------------------------------------
R35QUES    IMPOWR IND & WORK GRP/REQ       10     9.5000000     0.7071068     8.0000000    10.0000000
R37QUES    BUILDING TRUST/REQ             10     9.7000000     0.6749486     8.0000000    10.0000000
R38QUES    MANAGING CHANGE/REQ            10     9.7000000     0.6749486     8.0000000    10.0000000
R39QUES    MANAGING CONFLICT/REQ          10     9.6000000     0.6992059     8.0000000    10.0000000
R40QUES    BUILDING TEAMWORK/REQ          10     9.8000000     0.6324555     8.0000000    10.0000000
R41QUES    DEVLP POS ORGAN CLIMAT/REQ     10     9.7000000     0.6749486     8.0000000    10.0000000
R42QUES    MOTIVATING PEOPLE/REQ          10     9.8000000     0.6324555     8.0000000    10.0000000
R43QUES    EMPLY COORD MECHNSM/REQ        10     9.5000000     0.7071068     8.0000000    10.0000000
R44QUES    DEVLP SUBORDINATES/REQ         10     9.6000000     0.6992059     8.0000000    10.0000000
R45QUES    UNDRSTND ROLE CO & XO/REQ      10    10.0000000        0          10.0000000    10.0000000
R46QUES    PROM INNOVT & RISK BNVR/REQ    10     9.7000000     0.6749486     8.0000000    10.0000000
R50QUES    MANAGE LABOR RELATIONS/REQ     10     8.5000000     0.8498366     7.0000000    10.0000000
R51QUES    MANG MULTI-CULT DIVRSTY/REQ    10     8.9000000     0.5676462     8.0000000    10.0000000
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RANK = CAPT

Variable   Label                           N        Mean        Std Dev       Minimum       Maximum
--------------------------------------------------------------------------------------------------------
R35QUES    IMPOWR IND & WORK GRP/REQ      212     8.9858491     1.3681508     2.0000000    10.0000000
R37QUES    BUILDING TRUST/REQ            212     9.3113208     1.0290861     4.0000000    10.0000000
R38QUES    MANAGING CHANGE/REQ           212     9.2594340     1.0987523     4.0000000    10.0000000
R39QUES    MANAGING CONFLICT/REQ         212     9.1745283     1.1489588     4.0000000    10.0000000
R40QUES    BUILDING TEAMWORK/REQ         212     9.3537736     0.9987361     4.0000000    10.0000000
R41QUES    DEVLP POS ORGAN CLIMAT/REQ    212     9.4198113     0.9226913     4.0000000    10.0000000
R42QUES    MOTIVATING PEOPLE/REQ         212     9.3113208     0.9722521     4.0000000    10.0000000
R43QUES    EMPLY COORD MECHNSM/REQ       212     8.7783019     1.4613183        0         10.0000000
R44QUES    DEVLP SUBORDINATES/REQ        212     9.0613208     1.2609261     2.0000000    10.0000000
R45QUES    UNDRSTND ROLE CO & XO/REQ     212     9.0141509     1.8688739        0         10.0000000
R46QUES    PROM INNOVT & RISK BNVR/REQ   212     8.8199052     1.4395045     2.0000000    10.0000000
R50QUES    MANAGE LABOR RELATIONS/REQ    211     6.9905213     2.8098306        0         10.0000000
R51QUES    MANG MULTI-CULT DIVRSTY/REQ   212     8.1745283     1.8376557        0         10.0000000
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RANK = CDR

Variable   Label                           N        Mean        Std Dev       Minimum       Maximum
--------------------------------------------------------------------------------------------------------
R35QUES    IMPOWR IND & WORK GRP/REQ      43     9.0697674     1.1628239     6.0000000    10.0000000
R37QUES    BUILDING TRUST/REQ            43     9.3488372     1.0664521     6.0000000    10.0000000
R38QUES    MANAGING CHANGE/REQ           43     9.3255814     1.0170202     6.0000000    10.0000000
R39QUES    MANAGING CONFLICT/REQ         43     9.2790698     1.0762718     6.0000000    10.0000000
R40QUES    BUILDING TEAMWORK/REQ         43     9.4186047     0.8791922     7.0000000    10.0000000
R41QUES    DEVLP POS ORGAN CLIMAT/REQ    43     9.4186047     0.9569933     7.0000000    10.0000000
R42QUES    MOTIVATING PEOPLE/REQ         43     9.4186047     0.8791922     7.0000000    10.0000000
R43QUES    EMPLY COORD MECHNSM/REQ       43     8.8372093     1.3080380     5.0000000    10.0000000
R44QUES    DEVLP SUBORDINATES/REQ        43     9.2325581     1.0875313     6.0000000    10.0000000
R45QUES    UNDRSTND ROLE CO & XO/REQ     43     9.0465116     1.8765912        0         10.0000000
R46QUES    PROM INNOVT & RISK BNVR/REQ   43     8.7209302     1.5935223     4.0000000    10.0000000
R50QUES    MANAGE LABOR RELATIONS/REQ    43     7.2558140     2.3000313        0         10.0000000
R51QUES    MANG MULTI-CULT DIVRSTY/REQ   43     8.1395349     1.7939235     3.0000000    10.0000000
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RANK = LCDR

Variable   Label                          N      Mean        Std Dev      Minimum      Maximum
------------------------------------------------------------------------------------------------
R35QUES    IMPOWR IND & WORK GRP/REQ       2   10.0000000            0   10.0000000   10.0000000
R37QUES    BUILDING TRUST/REQ             2   10.0000000            0   10.0000000   10.0000000
R38QUES    MANAGING CHANGE/REQ            2   10.0000000            0   10.0000000   10.0000000
R39QUES    MANAGING CONFLICT/REQ          2   10.0000000            0   10.0000000   10.0000000
R40QUES    BUILDING TEAMWORK/REQ          2   10.0000000            0   10.0000000   10.0000000
R41QUES    DEVLP POS ORGAN CLIMAT/REQ     2   10.0000000            0   10.0000000   10.0000000
R42QUES    MOTIVATING PEOPLE/REQ          2   10.0000000            0   10.0000000   10.0000000
R41QUES    EMPLY COORD MECHNSM/REQ        2   10.0000000            0   10.0000000   10.0000000
R44QUES    DEVLP SUBORDINATES/REQ         2   10.0000000            0   10.0000000   10.0000000
R45QUES    UNDRSTND ROLE CO & XO/REQ      2   10.0000000            0   10.0000000   10.0000000
R46QUES    PROM INNOVT & RISK BHVR/REQ    2   10.0000000            0   10.0000000   10.0000000
R50QUES    MANAGE LABOR RELATIONS/REQ     2    9.0000000    1.4142136    8.0000000   10.0000000
R51QUES    MANG MULTI-CULT DIVRSTY/REQ    2    9.0000000    1.4142136    8.0000000   10.0000000
------------------------------------------------------------------------------------------------

RANK = OTHER

Variable   Label                          N      Mean        Std Dev      Minimum      Maximum
------------------------------------------------------------------------------------------------
R35QUES    IMPOWR IND & WORK GRP/REQ       1   10.0000000            .   10.0000000   10.0000000
R37QUES    BUILDING TRUST/REQ             1   10.0000000            .   10.0000000   10.0000000
R38QUES    MANAGING CHANGE/REQ            1    9.0000000            .    9.0000000    9.0000000
R39QUES    MANAGING CONFLICT/REQ          1    9.0000000            .    9.0000000    9.0000000
R40QUES    BUILDING TEAMWORK/REQ          1   10.0000000            .   10.0000000   10.0000000
R41QUES    DEVLP POS ORGAN CLIMAT/REQ     1    8.0000000            .    8.0000000    8.0000000
R42QUES    MOTIVATING PEOPLE/REQ          1   10.0000000            .   10.0000000   10.0000000
R44QUES    EMPLY COORD MECHNSM/REQ        1    6.0000000            .    6.0000000    6.0000000
R44QUES    DEVLP SUBORDINATES/REQ         1   10.0000000            .   10.0000000   10.0000000
R45QUES    UNDRSTND ROLE CO & XO/REQ      1    9.0000000            .    9.0000000    9.0000000
R46QUES    PROM INNOVT & RISK BHVR/REQ    1    7.0000000            .    7.0000000    7.0000000
R50QUES    MANAGE LABOR RELATIONS/REQ     1    5.0000000            .    5.0000000    5.0000000
R51QUES    MANG MULTI-CULT DIVRSTY/REQ    1    4.0000000            .    4.0000000    4.0000000
------------------------------------------------------------------------------------------------

RANK = ' '

Variable   Label                          N      Mean        Std Dev      Minimum      Maximu
------------------------------------------------------------------------------------------------
Q35DELTA   DELTA-IMPOWR IND & WORK GRP     1            0            .            0
Q37DELTA   DELTA-BUILDING TRUST           1            0            .            0
Q38DELTA   DELTA-MANAGING CHANGE          1            0            .            0
Q39DELTA   DELTA-MANAGING CONFLICT        1    3.0000000            .    3.0000000    3.000000
Q40DELTA   DELTA-BUILDING TEAMWORK        1    2.0000000            .    2.0000000    2.000000
Q41DELTA   DELTA-DEVLP POS ORGAN CLIMAT   1    2.0000000            .    2.0000000    2.000000
Q42DELTA   DELTA-MOTIVATING PEOPLE        1    2.0000000            .    2.0000000    2.000000
Q43DELTA   DELTA-EMPLY COORD MECHNSM      1    1.0000000            .    1.0000000    1.000000
Q44DELTA   DELTA-DEVLP SUBORDINATES       1    1.0000000            .    1.0000000    1.000000
Q45DELTA   DELTA-UNDRSTND ROLE CO & XO    1    1.0000000            .    1.0000000    1.000000
Q46DELTA   DELTA-PROM INNOVT & RISK BHVR  1    2.0000000            .    2.0000000    2.000000
Q50DELTA   DELTA-MANAGE LABOR RELATIONS   1    4.0000000            .    4.0000000    4.000000
Q51DELTA   DELTA-MANG MULTI-CULT DIVRSTY  1   -1.0000000            .   -1.0000000   -1.000000
------------------------------------------------------------------------------------------------

RANK = ADM

Variable   Label                          N      Mean        Std Dev      Minimum      Maximu
------------------------------------------------------------------------------------------------
Q35DELTA   DELTA-IMPOWR IND & WORK GRP    10            0    0.9428090   -2.0000000    1.000000
Q37DELTA   DELTA-BUILDING TRUST          10    0.1000000    0.9944289   -2.0000000    2.000000
Q38DELTA   DELTA-MANAGING CHANGE         10    0.5000000    1.2692955   -2.0000000    2.000000
Q39DELTA   DELTA-MANAGING CONFLICT       10    0.8000000    1.2292726   -2.0000000    2.000000
Q40DELTA   DELTA-BUILDING TEAMWORK       10    0.3000000    1.1595018   -2.0000000    2.000000
Q41DELTA   DELTA-DEVLP POS ORGAN CLIMAT  10    0.2000000    1.1352924   -2.0000000    2.000000
Q42DELTA   DELTA-MOTIVATING PEOPLE       10    0.5000000    1.2692955   -2.0000000    2.000000
Q43DELTA   DELTA-EMPLY COORD MECHNSM     10    0.4000000    1.1737878   -2.0000000    2.000000
Q44DELTA   DELTA-DEVLP SUBORDINATES      10    0.2000000    1.0327956   -2.0000000    2.000000
Q45DELTA   DELTA-UNDRSTND ROLE CO & XO   10    0.3000000    0.6749486            0    1.000000
Q46DELTA   DELTA-PROM INNOVT & RISK BHVR 10    0.2000000    1.0327956   -2.0000000    2.000000
Q50DELTA   DELTA-MANAGE LABOR RELATIONS  10    2.0000000    1.0540926    1.0000000    4.000000
Q51DELTA   DELTA-MANG MULTI-CULT DIVRSTY 10    0.7000000    1.6363917   -2.0000000    4.000000
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RANK = CAPT

Variable    Label                          N      Mean        Std Dev      Minimum        Maximum
-----------------------------------------------------------------------------------------------------
Q35DELTA    DELTA-IMPOWR IND & WORK GRP    211    0.6445498   1.4578870   -5.0000000     6.0000000
Q37DELTA    DELTA-BUILDING TRUST           211    0.6635071   1.2930381   -5.0000000     5.0000000
Q38DELTA    DELTA-MANAGING CHANGE          211    1.0094787   1.5274957   -5.0000000     7.0000000
Q39DELTA    DELTA-MANAGING CONFLICT        211    1.1421801   1.7123287   -5.0000000     9.0000000
Q40DELTA    DELTA-BUILDING TEAMWORK        210    0.8523810   1.5098145   -5.0000000     6.0000000
Q41DELTA    DELTA-DEVLP POS ORGAN CLIMAT   211    0.9383886   1.4445283   -5.0000000     7.0000000
Q42DELTA    DELTA-MOTIVATING PEOPLE        211    0.9383886   3.3770207   -5.0000000     6.0000000
Q43DELTA    DELTA-EMPLY COORD MECHNSM      211    0.9004739   1.7083966   -4.0000000     7.0000000
Q44DELTA    DELTA-DEVLP SUBORDINATES       211    0.6066351   1.5558656   -4.0000000     6.0000000
Q45DELTA    DELTA-UNDRSTND ROLE CO & XO    211    0.6113744   2.2169613  -10.0000000     6.0000000
Q46DELTA    DELTA-PROM INNOVT & RISK BHVR  210    0.6619048   1.7971206   -5.0000000     7.0000000
Q50DELTA    DELTA-MANAGE LABOR RELATIONS   210    1.4695238   2.9170190   -7.0000000    10.0000000
Q51DELTA    DELTA-MANG MULTI-CULT DIVRSTY  211    0.7061611   1.9901926   -8.0000000     6.0000000
-----------------------------------------------------------------------------------------------------


RANK = CDR

Variable    Label                          N      Mean        Std Dev      Minimum        Maximum
-----------------------------------------------------------------------------------------------------
Q35DELTA    DELTA-IMPOWR IND & WORK GRP     43    0.9302326   1.5023054   -2.0000000     4.0000000
Q37DELTA    DELTA-BUILDING TRUST            42    0.7857143   1.4572897   -2.0000000     5.0000000
Q38DELTA    DELTA-MANAGING CHANGE           43    1.2790698   1.7501780   -2.0000000     6.0000000
Q39DELTA    DELTA-MANAGING CONFLICT         43    1.3023256   2.6261975   -2.0000000     7.0000000
Q40DELTA    DELTA-BUILDING TEAMWORK         43    1.1860465   1.4516955   -2.0000000     6.0000000
Q41DELTA    DELTA-DEVLP POS ORGAN CLIMAT    43    0.6697674   1.4539822   -2.0000000     6.0000000
Q42DELTA    DELTA-MOTIVATING PEOPLE         43    1.2558140   1.4815215   -2.0000000     6.0000000
Q43DELTA    DELTA-EMPLY COORD MECHNSM       43    1.0930233   1.7294914   -2.0000000     6.0000000
Q44DELTA    DELTA-DEVLP SUBORDINATES        43    0.9534884   1.5268001   -2.0000000     5.0000000
Q45DELTA    DELTA-UNDRSTND ROLE CO & XO     43    1.0232558   2.5864884  -10.0000000     9.0000000
Q46DELTA    DELTA-PROM INNOVT & RISK BHVR   43    0.7209302   1.8299828   -5.0000000     4.0000000
Q50DELTA    DELTA-MANAGE LABOR RELATIONS    43    1.9767442   2.6858392   -5.0000000     9.0000000
Q51DELTA    DELTA-MANG MULTI-CULT DIVRSTY   43    0.8604651   1.8071471   -2.0000000     6.0000000
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RANK = LCDR

Variable    Label                          N      Mean        Std Dev      Minimum        Maximum
-----------------------------------------------------------------------------------------------------
Q35DELTA    DELTA-IMPOWR IND & WORK GRP      2    0           0            0              0
Q37DELTA    DELTA-BUILDING TRUST             2    1.0000000   1.4142136    0              2.0000000
Q38DELTA    DELTA-MANAGING CHANGE            2    1.0000000   1.4142136    0              2.0000000
Q39DELTA    DELTA-MANAGING CONFLICT          2    0.5000000   0.7071068    0              1.0000000
Q40DELTA    DELTA-BUILDING TEAMWORK          2    0           0            0              0
Q41DELTA    DELTA-DEVLP POS ORGAN CLIMAT     2    0.5000000   0.7071068    0              1.0000000
Q42DELTA    DELTA-MOTIVATING PEOPLE          2    1.0000000   1.4142136    0              2.0000000
Q43DELTA    DELTA-EMPLY COORD MECHNSM        2    1.0000000   1.4142136    0              2.0000000
Q44DELTA    DELTA-DEVLP SUBORDINATES         2    1.0000000   1.4142136    0              2.0000000
Q45DELTA    DELTA-UNDRSTND ROLE CO & XO      2    0.5000000   0.7071068    0              1.0000000
Q46DELTA    DELTA-PROM INNOVT & RISK BHVR    2    0.5000000   0.7071068    0              1.0000000
Q50DELTA    DELTA-MANAGE LABOR RELATIONS     2    1.5000000   4.9497475   -2.0000000     5.0000000
Q51DELTA    DELTA-MANG MULTI-CULT DIVRSTY    2    0.5000000   0.7071068    0              1.0000000
-----------------------------------------------------------------------------------------------------


RANK = OTHER

Variable    Label                          N      Mean        Std Dev      Minimum        Maximum
-----------------------------------------------------------------------------------------------------
Q35DELTA    DELTA-IMPOWR IND & WORK GRP      1    0            .           0              0
Q37DELTA    DELTA-BUILDING TRUST             1    0            .           0              0
Q38DELTA    DELTA-MANAGING CHANGE            1    2.0000000    .           2.0000000      2.0000000
Q39DELTA    DELTA-MANAGING CONFLICT          1    1.0000000    .           1.0000000      1.0000000
Q40DELTA    DELTA-BUILDING TEAMWORK          1    1.0000000    .           1.0000000      1.0000000
Q41DELTA    DELTA-DEVLP POS ORGAN CLIMAT     1   -1.0000000    .          -1.0000000     -1.0000000
Q42DELTA    DELTA-MOTIVATING PEOPLE          1    0            .           0              0
Q43DELTA    DELTA-EMPLY COORD MECHNSM        1   -1.0000000    .          -1.0000000     -1.0000000
Q44DELTA    DELTA-DEVLP SUBORDINATES         1    1.0000000    .           1.0000000      1.0000000
Q45DELTA    DELTA-UNDRSTND ROLE CO & XO      1    2.0000000    .           2.0000000      2.0000000
Q46DELTA    DELTA-PROM INNOVT & RISK BHVR    1   -2.0000000    .          -2.0000000     -2.0000000
Q50DELTA    DELTA-MANAGE LABOR RELATIONS     1   -4.0000000    .          -4.0000000     -4.0000000
Q51DELTA    DELTA-MANG MULTI-CULT DIVRSTY    1   -5.0000000    .          -5.0000000     -5.0000000
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POSITION = CO

Variable   Label                         N       Mean       Std Dev      Minimum       Maximum
C35QUES    IMPOWR IND & WORK GRP/CUR     69    8.6086957    1.4873723    3.0000000    10.0000000
C37QUES    BUILDING TRUST/CUR            69    8.7246377    1.3599747    4.0000000    10.0000000
C38QUES    MANAGING CHANGE/CUR           69    8.2898551    1.5444535    4.0000000    10.0000000
C39QUES    MANAGING CONFLICT/CUR         69    7.9710145    1.7737548    2.0000000    10.0000000
C40QUES    BUILDING TEAMWORK/CUR         69    8.5217391    1.4813418    4.0000000    10.0000000
C41QUES    DEVLP POS ORGAN CLIMAT/CUR    69    8.6086957    1.4268166    5.0000000    10.0000000
C42QUES    MOTIVATING PEOPLE/CUR         69    8.3623188    1.4034727    5.0000000    10.0000000
C43QUES    EMPLY COORD MECHNSM/CUR       69    8.0724638    1.5560020    4.0000000    10.0000000
C44QUES    DEVLP SUBORDINATES/CUR        69    8.4637681    1.5105483    4.0000000    10.0000000
C45QUES    UNDRSTND ROLE CO & XO/CUR     69    8.1159421    1.2243968    5.0000000    10.0000000
C46QUES    PROM INNOVT & RISK BHVR/CUR   69    8.4927536    1.4614979    5.0000000    10.0000000
C50QUES    MANAGE LABOR RELATIONS/CUR    68    5.6617647    2.6350694         0       10.0000000
C51QUES    MANG MULTI-CULT DIVRSTY/CUR   69    7.6521739    1.7725529    2.0000000    10.0000000


POSITION = XO

Variable   Label                         N       Mean       Std Dev      Minimum       Maximum
C35QUES    IMPOWR IND & WORK GRP/CUR     41    8.3902439    1.3761913    4.0000000    10.0000000
C37QUES    BUILDING TRUST/CUR            41    8.5365854    1.3434575    5.0000000    10.0000000
C38QUES    MANAGING CHANGE/CUR           41    8.1463415    1.4758214    4.0000000    10.0000000
C39QUES    MANAGING CONFLICT/CUR         41    7.9512195    1.4654559    4.0000000    10.0000000
C40QUES    BUILDING TEAMWORK/CUR         41    8.3170732    1.4042618    4.0000000    10.0000000
C41QUES    DEVLP POS ORGAN CLIMAT/CUR    41    8.2195122    1.3695290    4.0000000    10.0000000
C42QUES    MOTIVATING PEOPLE/CUR         41    8.2195122    1.4232392    4.0000000    10.0000000
C43QUES    EMPLY COORD MECHNSM/CUR       41    7.9024390    1.6853023    4.0000000    10.0000000
C44QUES    DEVLP SUBORDINATES/CUR        41    8.2926829    1.4360345    4.0000000    10.0000000
C45QUES    UNDRSTND ROLE CO & XO/CUR     41    8.6341463    1.6993543    3.0000000    10.0000000
C46QUES    PROM INNOVT & RISK BHVR/CUR   41    8.0487805    1.6116951    4.0000000    10.0000000
C50QUES    MANAGE LABOR RELATIONS/CUR    41    5.0243902    2.5542886         0        9.0000000
C51QUES    MANG MULTI-CULT DIVRSTY/CUR   41    7.3902439    1.7157804    3.0000000    10.0000000


POSITION = DH

Variable   Label                         N       Mean       Std Dev      Minimum       Maximum
C35QUES    IMPOWR IND & WORK GRP/CUR     19    7.9473684    1.7786913    4.0000000    10.0000000
C37QUES    BUILDING TRUST/CUR            19    8.8947368    1.0485300    7.0000000    10.0000000
C38QUES    MANAGING CHANGE/CUR           19    8.0000000    1.8559215    2.0000000    10.0000000
C39QUES    MANAGING CONFLICT/CUR         19    7.8947368    2.1054094    2.0000000    10.0000000
C40QUES    BUILDING TEAMWORK/CUR         19    8.5263158    1.4669856    5.0000000    10.0000000
C41QUES    DEVLP POS ORGAN CLIMAT/CUR    19    8.3157895    1.8574963    2.0000000    10.0000000
C42QUES    MOTIVATING PEOPLE/CUR         19    8.6842105    1.0029197    7.0000000    10.0000000
C43QUES    EMPLY COORD MECHNSM/CUR       19    6.9473684    2.6346765         0       10.0000000
C44QUES    DEVLP SUBORDINATES/CUR        19    8.2105263    1.5484382    4.0000000    10.0000000
C45QUES    UNDRSTND ROLE CO & XO/CUR     19    8.3684211    1.7387903    4.0000000    10.0000000
C46QUES    PROM INNOVT & RISK BHVR/CUR   19    7.9847377    1.5839103    4.0000000    10.0000000
C50QUES    MANAGE LABOR RELATIONS/CUR    19    4.2631579    3.3473390         0       10.0000000
C51QUES    MANG MULTI-CULT DIVRSTY/CUR   19    7.6842105    1.7654912    2.0000000    10.0000000


POSITION = OPS

Variable   Label                         N       Mean       Std Dev      Minimum       Maximum
C35QUES    IMPOWR IND & WORK GRP/CUR     11    8.3636364    1.9632996    3.0000000    10.0000000
C37QUES    BUILDING TRUST/CUR            11    8.6363636    1.4333686    7.0000000    10.0000000
C38QUES    MANAGING CHANGE/CUR           11    8.5454545    1.4396969    6.0000000    10.0000000
C39QUES    MANAGING CONFLICT/CUR         11    8.3636364    1.2060454    7.0000000    10.0000000
C40QUES    BUILDING TEAMWORK/CUR         11    8.6363636    1.5015144    6.0000000    10.0000000
C41QUES    DEVLP POS ORGAN CLIMAT/CUR    11    9.2727273    1.0090500    7.0000000    10.0000000
C42QUES    MOTIVATING PEOPLE/CUR         11    9.1818182    1.7786614    6.0000000    10.0000000
C43QUES    EMPLY COORD MECHNSM/CUR       11    9.0000000    1.1832160    7.0000000    10.0000000
C44QUES    DEVLP SUBORDINATES/CUR        11    9.0000000    1.1832160    7.0000000    10.0000000
C45QUES    UNDRSTND ROLE CO & XO/CUR     11    7.6363636    2.6560394    3.0000000    10.0000000
C46QUES    PROM INNOVT & RISK BHVR/CUR   11    8.7272727    1.4893562    5.0000000    10.0000000
C50QUES    MANAGE LABOR RELATIONS/CUR    11    5.7272727    3.0361459         0       10.0000000
C51QUES    MANG MULTI-CULT DIVRSTY/CUR   11    7.0000000    2.3360360    3.0000000    10.0000000
```

POSITION = DIR

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
C35QUES	INPOWR IND & WORK GRP/CUR	64	8.3281250	1.4698525	5.0000000	10.0000000
C37QUES	BUILDING TRUST/CUR	64	8.6718750	1.2731000	5.0000000	10.0000000
C38QUES	MANAGING CHANGE/CUR	64	8.4843750	1.4474081	4.0000000	10.0000000
C39QUES	MANAGING CONFLICT/CUR	64	8.3593750	1.5051993	4.0000000	10.0000000
C40QUES	BUILDING TEAMWORK/CUR	63	8.6190476	1.4190930	5.0000000	10.0000000
C41QUES	DEVLP POS ORGAN CLIMAT/CUR	64	8.6093750	1.2550493	5.0000000	10.0000000
C42QUES	MOTIVATING PEOPLE/CUR	64	8.5000000	1.3801311	5.0000000	10.0000000
C43QUES	EMPLY COORD MECHNSM/CUR	64	8.2656250	1.6059630	4.0000000	10.0000000
C44QUES	DEVLP SUBORDINATES/CUR	64	8.6718750	1.6041087	4.0000000	10.0000000
C45QUES	UNDRSTND ROLE CO & XO/CUR	64	8.0781250	1.6648055	5.0000000	10.0000000
C46QUES	PROM INNOVT & RISK BHVR/CUR	63	8.3174603	1.5536159	4.0000000	10.0000000
C50QUES	MANAGE LABOR RELATIONS/CUR	64	6.0156250	2.6336900	0	10.0000000
C51QUES	MANG MULTI-CULT DIVRSTY/CUR	64	7.5312500	2.1746647	2.0000000	10.0000000

POSITION = OTHER

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
C35QUES	INPOWR IND & WORK GRP/CUR	64	8.2500000	1.6232439	3.0000000	10.0000000
C37QUES	BUILDING TRUST/CUR	63	8.6666667	1.3678332	5.0000000	10.0000000
C38QUES	MANAGING CHANGE/CUR	64	8.0625000	1.5314170	4.0000000	10.0000000
C39QUES	MANAGING CONFLICT/CUR	64	7.8750000	1.4746536	4.0000000	10.0000000
C40QUES	BUILDING TEAMWORK/CUR	64	8.4687500	1.4796906	5.0000000	10.0000000
C41QUES	DEVLP POS ORGAN CLIMAT/CUR	64	8.3906250	1.4651203	4.0000000	10.0000000
C42QUES	MOTIVATING PEOPLE/CUR	64	8.1718750	1.4859628	4.0000000	10.0000000
C43QUES	EMPLY COORD MECHNSM/CUR	64	7.5781250	2.0377757	0	10.0000000
C44QUES	DEVLP SUBORDINATES/CUR	64	8.3593750	1.5772911	4.0000000	10.0000000
C45QUES	UNDRSTND ROLE CO & XO/CUR	64	8.0625000	2.0069324	1.0000000	10.0000000
C46QUES	PROM INNOVT & RISK BHVR/CUR	64	7.8281250	2.0201736	2.0000000	10.0000000
C50QUES	MANAGE LABOR RELATIONS/CUR	64	4.4843750	2.5447673	0	10.0000000
C51QUES	MANG MULTI-CULT DIVRSTY/CUR	64	7.2812500	1.8556542	3.0000000	10.0000000

POSITION = CO

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
R35QUES	INPOWR IND & WORK GRP/REQ	69	9.1884058	1.1791742	4.0000000	10.0000000
R37QUES	BUILDING TRUST/REQ	69	9.4202899	1.0765659	4.0000000	10.0000000
R38QUES	MANAGING CHANGE/REQ	69	9.3478261	1.1091344	6.0000000	10.0000000
R39QUES	MANAGING CONFLICT/REQ	69	9.1304348	1.0969616	6.0000000	10.0000000
R40QUES	BUILDING TEAMWORK/REQ	69	9.3913043	1.0031918	6.0000000	10.0000000
R41QUES	DEVLP POS ORGAN CLIMAT/REQ	69	9.5652174	0.9309856	6.0000000	10.0000000
R42QUES	MOTIVATING PEOPLE/REQ	69	9.4492754	0.9320476	6.0000000	10.0000000
R43QUES	EMPLY COORD MECHNSM/REQ	69	8.8550725	1.1421470	6.0000000	10.0000000
R44QUES	DEVLP SUBORDINATES/REQ	69	9.2608696	1.1330876	6.0000000	10.0000000
R45QUES	UNDRSTND ROLE CO & XO/REQ	69	9.3623188	1.4242750	0	10.0000000
R46QUES	PROM INNOVT & RISK BHVR/REQ	69	9.0289855	1.2001350	6.0000000	10.0000000
R50QUES	MANAGE LABOR RELATIONS/REQ	68	7.3676471	2.4731659	0	10.0000000
R51QUES	MANG MULTI-CULT DIVRSTY/REQ	69	8.4202899	1.5756026	3.0000000	10.0000000

POSITION = XO

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
R35QUES	INPOWR IND & WORK GRP/REQ	41	9.0975610	1.0909830	6.0000000	10.0000000
R37QUES	BUILDING TRUST/REQ	41	9.2682927	0.9753048	6.0000000	10.0000000
R38QUES	MANAGING CHANGE/REQ	41	9.2682927	0.9493258	6.0000000	10.0000000
R39QUES	MANAGING CONFLICT/REQ	41	9.1951220	0.9902936	6.0000000	10.0000000
R40QUES	BUILDING TEAMWORK/REQ	41	9.4390244	0.8674324	6.0000000	10.0000000
R41QUES	DEVLP POS ORGAN CLIMAT/REQ	41	9.4146341	0.9480403	6.0000000	10.0000000
R42QUES	MOTIVATING PEOPLE/REQ	41	9.3170732	0.9066153	6.0000000	10.0000000
R43QUES	EMPLY COORD MECHNSM/REQ	41	8.9756098	1.0836929	6.0000000	10.0000000
R44QUES	DEVLP SUBORDINATES/REQ	41	8.9756098	1.0365280	6.0000000	10.0000000
R45QUES	UNDRSTND ROLE CO & XO/REQ	41	9.5121951	0.9252554	6.0000000	10.0000000
R46QUES	PROM INNOVT & RISK BHVR/REQ	41	8.9024390	1.2001026	6.0000000	10.0000000
R50QUES	MANAGE LABOR RELATIONS/REQ	41	7.0000000	2.4494897	0	10.0000000
R51QUES	MANG MULTI-CULT DIVRSTY/REQ	41	8.4146341	1.2840485	5.0000000	10.0000000

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POSITION = DH

Variable  Label                            N        Mean         Std Dev      Minimum       Maximum
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R35QUES   IMPOWR IND & WORK GRP/REQ        19     8.5263158     2.0376572     2.0000000    10.0000000
R37QUES   BUILDING TRUST/REQ              19     9.2631579     0.8056816     8.0000000    10.0000000
R38QUES   MANAGING CHANGE/REQ             19     9.1578947     0.7647191     8.0000000    10.0000000
R39QUES   MANAGING CONFLICT/REQ           19     9.3157895     0.8200699     8.0000000    10.0000000
R40QUES   BUILDING TEAMWORK/REQ           19     9.3684211     0.7608859     8.0000000    10.0000000
R41QUES   DEVLP POS ORGAN CLIMAT/REQ      19     9.3684211     0.6839856     8.0000000    10.0000000
R42QUES   MOTIVATING PEOPLE/REQ           19     9.1578947     0.8342101     8.0000000    10.0000000
R43QUES   EMPLY COORD MECHNSM/REQ         19     8.0526316     2.2229531            0      10.0000000
R44QUES   DEVLP SUBORDINATES/REQ          19     8.6842105     1.9163806     2.0000000    10.0000000
R45QUES   UNDRSTND ROLE CO & XO/REQ       19     9.1052632     1.4100724     6.0000000    10.0000000
R46QUES   PROM INNOVT & RISK BHVR/REQ     19     8.4210526     2.0987528     2.0000000    10.0000000
R50QUES   MANAGE LABOR RELATIONS/REQ      19     6.9473684     2.9339712            0      10.0000000
R51QUES   MANG MULTI-CULT DIVRSTY/REQ     19     8.3157895     1.6347827     5.0000000    10.0000000
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POSITION = OPS

Variable  Label                            N        Mean         Std Dev      Minimum       Maximum
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R35QUES   IMPOWR IND & WORK GRP/REQ        11     8.9090909     2.1191765     3.0000000    10.0000000
R37QUES   BUILDING TRUST/REQ              11     9.4545455     0.9341987     7.0000000    10.0000000
R38QUES   MANAGING CHANGE/REQ             11     9.3636364     1.2862914     6.0000000    10.0000000
R39QUES   MANAGING CONFLICT/REQ           11     9.5454545     0.9341987     7.0000000    10.0000000
R40QUES   BUILDING TEAMWORK/REQ           11     9.3636364     1.2862914     6.0000000    10.0000000
R41QUES   DEVLP POS ORGAN CLIMAT/REQ      11     9.4545455     0.9341987     8.0000000    10.0000000
R42QUES   MOTIVATING PEOPLE/REQ           11     9.4545455     0.8201995     8.0000000    10.0000000
R43QUES   EMPLY COORD MECHNSM/REQ         11     9.0000000     1.3416408     6.0000000    10.0000000
R44QUES   DEVLP SUBORDINATES/REQ          11     9.0909091     1.3751033     6.0000000    10.0000000
R45QUES   UNDRSTND ROLE CO & XO/REQ       11     8.5454545     2.1616492     3.0000000    10.0000000
R46QUES   PROM INNOVT & RISK BHVR/REQ     11     8.6363636     1.9116865     4.0000000    10.0000000
R50QUES   MANAGE LABOR RELATIONS/REQ      11     7.2727273     2.8667371            0      10.0000000
R51QUES   MANG MULTI-CULT DIVRSTY/REQ     11     8.0000000     1.9493589     4.0000000    10.0000000
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POSITION = DIR

Variable  Label                            N        Mean         Std Dev      Minimum       Maximum
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R35QUES   IMPOWR IND & WORK GRP/REQ        64     8.9843750     1.1476987     6.0000000    10.0000000
R37QUES   BUILDING TRUST/REQ              64     9.2812500     1.0759824     6.0000000    10.0000000
R38QUES   MANAGING CHANGE/REQ             64     9.3593750     1.0292112     6.0000000    10.0000000
R39QUES   MANAGING CONFLICT/REQ           64     9.3906250     1.0489961     6.0000000    10.0000000
R40QUES   BUILDING TEAMWORK/REQ           64     9.4843750     0.8727295     7.0000000    10.0000000
R41QUES   DEVLP POS ORGAN CLIMAT/REQ      64     9.4843750     0.9083770     7.0000000    10.0000000
R42QUES   MOTIVATING PEOPLE/REQ           64     9.4062500     0.8677420     7.0000000    10.0000000
R43QUES   EMPLY COORD MECHNSM/REQ         64     9.0468750     1.2009214     5.0000000    10.0000000
R44QUES   DEVLP SUBORDINATES/REQ          64     9.3281250     1.0243804     6.0000000    10.0000000
R45QUES   UNDRSTND ROLE CO & XO/REQ       64     9.1250000     1.5378815     2.0000000    10.0000000
R46QUES   PROM INNOVT & RISK BHVR/REQ     64     8.9523810     1.3250511     5.0000000    10.0000000
R50QUES   MANAGE LABOR RELATIONS/REQ      64     7.5625000     2.4160508            0      10.0000000
R51QUES   MANG MULTI-CULT DIVRSTY/REQ     64     9.0468750     2.3866672            0      10.0000000
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POSITION = OTHER

Variable  Label                            N        Mean         Std Dev      Minimum       Maximum
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R35QUES   IMPOWR IND & WORK GRP/REQ        65     9.0153846     1.3168655     3.0000000    10.0000000
R37QUES   BUILDING TRUST/REQ              65     9.3692308     1.0242258     4.0000000    10.0000000
R38QUES   MANAGING CHANGE/REQ             65     9.1846154     1.1975536     4.0000000    10.0000000
R39QUES   MANAGING CONFLICT/REQ           65     9.0307692     1.3689552     4.0000000    10.0000000
R40QUES   BUILDING TEAMWORK/REQ           65     9.2769231     1.0826428     4.0000000    10.0000000
R41QUES   DEVLP POS ORGAN CLIMAT/REQ      65     9.2615385     1.0499542     4.0000000    10.0000000
R42QUES   MOTIVATING PEOPLE/REQ           65     9.2461539     1.1184639     4.0000000    10.0000000
R43QUES   EMPLY COORD MECHNSM/REQ         65     9.0000000     1.7392527     3.0000000    10.0000000
R44QUES   DEVLP SUBORDINATES/REQ          65     9.0000000     1.3462912     5.0000000    10.0000000
R45QUES   UNDRSTND ROLE CO & XO/REQ       65     8.4923077     2.6641314            0      10.0000000
R46QUES   PROM INNOVT & RISK BHVR/REQ     65     8.6307692     1.6636672     3.0000000    10.0000000
R50QUES   MANAGE LABOR RELATIONS/REQ      65     6.3230769     3.0879173            0      10.0000000
R51QUES   MANG MULTI-CULT DIVRSTY/REQ     65     7.8769231     1.7366247     3.0000000    10.0000000
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POSITION = CO

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
Q35DELTA	DELTA-IMPOWR IND & WORK GRP	69	0.5797101	1.2175892	-3.0000000	4.0000000
Q37DELTA	DELTA-BUILDING TRUST	69	0.6956522	1.1415205	-2.0000000	5.0000000
Q38DELTA	DELTA-MANAGING CHANGE	69	1.0579710	1.4130074	-3.0000000	6.0000000
Q39DELTA	DELTA-MANAGING CONFLICT	69	1.1594203	1.5682811	-2.0000000	7.0000000
Q40DELTA	DELTA-BUILDING TEAMWORK	69	0.8695652	1.4441876	-2.0000000	6.0000000
Q41DELTA	DELTA-DEVLP POS ORGAN CLIMAT	69	0.9565217	1.2299544	-2.0000000	4.0000000
Q42DELTA	DELTA-MOTIVATING PEOPLE	69	1.0869565	1.0946277	-2.0000000	4.0000000
Q43DELTA	DELTA-EMPLY COORD MECHNSM	69	0.7826087	1.3380139	-3.0000000	4.0000000
Q44DELTA	DELTA-DEVLP SUBORDINATES	69	0.7971014	1.2900035	-3.0000000	5.0000000
Q45DELTA	DELTA-UNDRSTND ROLE CO & XO	69	0.3913043	1.7507762	-10.0000000	4.0000000
Q46DELTA	DELTA-PROM INNOVT & RISK BHVR	69	0.5362319	1.5490007	-4.0000000	4.0000000
Q50DELTA	DELTA-MANAGE LABOR RELATIONS	68	1.7058824	2.2197137	-7.0000000	6.0000000
Q51DELTA	DELTA-MANG MULTI-CULT DIVRSTY	69	0.7681159	1.5917520	-4.0000000	6.0000000

POSITION = XO

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
Q35DELTA	DELTA-IMPOWR IND & WORK GRP	41	0.7073171	1.3461780	-1.0000000	6.0000000
Q37DELTA	DELTA-BUILDING TRUST	41	0.7317073	1.2653930	-1.0000000	4.0000000
Q38DELTA	DELTA-MANAGING CHANGE	41	1.1219512	1.5361498	-2.0000000	5.0000000
Q39DELTA	DELTA-MANAGING CONFLICT	41	1.2439024	1.5934316	-2.0000000	5.0000000
Q40DELTA	DELTA-BUILDING TEAMWORK	41	1.1219512	1.5361498	-2.0000000	6.0000000
Q41DELTA	DELTA-DEVLP POS ORGAN CLIMAT	41	1.1951220	1.4869350	-2.0000000	6.0000000
Q42DELTA	DELTA-MOTIVATING PEOPLE	41	1.0975610	1.4629572	-1.0000000	6.0000000
Q43DELTA	DELTA-EMPLY COORD MECHNSM	41	1.0731707	1.6184907	-2.0000000	5.0000000
Q44DELTA	DELTA-DEVLP SUBORDINATES	41	0.6829268	1.4219533	-3.0000000	5.0000000
Q45DELTA	DELTA-UNDRSTND ROLE CO & XO	41	0.8780488	1.7058007	-3.0000000	6.0000000
Q46DELTA	DELTA-PROM INNOVT & RISK BHVR	41	0.8536585	1.6964813	-3.0000000	6.0000000
Q50DELTA	DELTA-MANAGE LABOR RELATIONS	41	1.9756098	2.7063611	-3.0000000	10.0000000
Q51DELTA	DELTA-MANG MULTI-CULT DIVRSTY	41	1.0243902	1.8095276	-4.0000000	6.0000000

POSITION = DH

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
Q35DELTA	DELTA-IMPOWR IND & WORK GRP	19	0.5789474	1.7737528	-3.0000000	4.0000000
Q37DELTA	DELTA-BUILDING TRUST	19	0.3684211	1.0116283	-2.0000000	3.0000000
Q38DELTA	DELTA-MANAGING CHANGE	19	1.5789447	1.9224740	-2.0000000	7.0000000
Q39DELTA	DELTA-MANAGING CONFLICT	19	1.4210526	2.2190035	-1.0000000	9.0000000
Q40DELTA	DELTA-BUILDING TEAMWORK	19	0.8421053	1.5004873	-1.0000000	5.0000000
Q41DELTA	DELTA-DEVLP POS ORGAN CLIMAT	19	1.0526316	1.6823820	0	7.0000000
Q42DELTA	DELTA-MOTIVATING PEOPLE	19	0.4736842	1.0733344	-2.0000000	3.0000000
Q43DELTA	DELTA-EMPLY COORD MECHNSM	19	1.1052632	2.2826577	-2.0000000	6.0000000
Q44DELTA	DELTA-DEVLP SUBORDINATES	19	0.4736842	1.4669856	-2.0000000	3.0000000
Q45DELTA	DELTA-UNDRSTND ROLE CO & XO	19	0.7368421	1.9102677	-4.0000000	6.0000000
Q46DELTA	DELTA-PROM INNOVT & RISK BHVR	19	0.6315789	2.0058394	-3.0000000	5.0000000
Q50DELTA	DELTA-MANAGE LABOR RELATIONS	19	2.6842105	3.4327286	-4.0000000	9.0000000
Q51DELTA	DELTA-MANG MULTI-CULT DIVRSTY	19	0.6315789	1.3828524	-2.0000000	3.0000000

POSITION = OPS

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
Q35DELTA	DELTA-IMPOWR IND & WORK GRP	11	0.5454545	1.2933396	-2.0000000	2.0000000
Q37DELTA	DELTA-BUILDING TRUST	11	0.8181818	1.2504545	-1.0000000	3.0000000
Q38DELTA	DELTA-MANAGING CHANGE	11	0.8181818	1.6011360	-2.0000000	3.0000000
Q39DELTA	DELTA-MANAGING CONFLICT	11	1.1818182	0.7507198	0	3.0000000
Q40DELTA	DELTA-BUILDING TEAMWORK	11	0.7272727	1.1090500	0	3.0000000
Q41DELTA	DELTA-DEVLP POS ORGAN CLIMAT	11	1.3818182	1.2504545	-2.0000000	3.0000000
Q42DELTA	DELTA-MOTIVATING PEOPLE	11	0.4545455	1.2135598	-2.0000000	3.0000000
Q43DELTA	DELTA-EMPLY COORD MECHNSM	11	0.8181818	1.5374122	-2.0000000	3.0000000
Q44DELTA	DELTA-DEVLP SUBORDINATES	11	0.0909091	1.4459976	-2.0000000	3.0000000
Q45DELTA	DELTA-UNDRSTND ROLE CO & XO	11	0.9090909	2.1191765	-2.0000000	5.0000000
Q46DELTA	DELTA-PROM INNOVT & RISK BHVR	11	-0.0909091	1.3751003	-2.0000000	2.0000000
Q50DELTA	DELTA-MANAGE LABOR RELATIONS	11	2.0000000	2.2360680	-2.0000000	5.0000000
Q51DELTA	DELTA-MANG MULTI-CULT DIVRSTY	11	1.0000000	1.4142136	-1.0000000	3.0000000

POSITION = DIR

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
Q35DELTA	DELTA-IMPOW IND & WORK GRP	64	0.6562500	1.4930394	-3.0000000	5.0000000
Q37DELTA	DELTA-BUILDING TRUST	64	0.6093750	1.3524485	-3.0000000	5.0000000
Q38DELTA	DELTA-MANAGING CHANGE	64	0.6718750	1.4420004	-3.0000000	6.0000000
Q39DELTA	DELTA-MANAGING CONFLICT	64	1.0312500	1.4796906	-2.0000000	6.0000000
Q40DELTA	DELTA-BUILDING TEAMWORK	63	0.8571429	1.3423276	-2.0000000	5.0000000
Q41DELTA	DELTA-DEVLP POS ORGAN CLIMAT	64	0.8750000	1.2408394	-2.0000000	5.0000000
Q42DELTA	DELTA-MOTIVATING PEOPLE	64	0.9062500	1.2689047	-2.0000000	5.0000000
Q43DELTA	DELTA-EMPLY COORD MECHNSM	64	0.7812500	1.5479480	-4.0000000	5.0000000
Q44DELTA	DELTA-DEVLP SUBORDINATES	64	0.6562500	1.4607972	-2.0000000	5.0000000
Q45DELTA	DELTA-UNDRSTND ROLE CO & XO	64	1.0468750	2.0191912	-8.0000000	5.0000000
Q46DELTA	DELTA-PROM INNOVT & RISK BHVR	63	0.6349206	1.6877317	-5.0000000	6.0000000
Q50DELTA	DELTA-MANAGE LABOR RELATIONS	64	1.5468750	2.7134567	-6.0000000	7.0000000
Q51DELTA	DELTA-MANG MULTI-CULT DIVRSTY	64	0.5156250	2.3366791	-8.0000000	6.0000000

POSITION = OTHER

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
Q35DELTA	DELTA-IMPOW IND & WORK GRP	64	0.7500000	1.6426846	-5.0000000	5.0000000
Q37DELTA	DELTA-BUILDING TRUST	63	0.6825397	1.5536159	-5.0000000	5.0000000
Q38DELTA	DELTA-MANAGING CHANGE	64	1.1093750	1.7193316	-5.0000000	5.0000000
Q39DELTA	DELTA-MANAGING CONFLICT	64	1.1406250	1.9425657	-5.0000000	5.0000000
Q40DELTA	DELTA-BUILDING TEAMWORK	64	0.8125000	1.7170943	-5.0000000	5.0000000
Q41DELTA	DELTA-DEVLP POS ORGAN CLIMAT	64	0.8593750	1.7170220	-5.0000000	5.0000000
Q42DELTA	DELTA-MOTIVATING PEOPLE	64	1.0781250	1.7844539	-5.0000000	6.0000000
Q43DELTA	DELTA-EMPLY COORD MECHNSM	64	1.0156250	2.0353401	-4.0000000	7.0000000
Q44DELTA	DELTA-DEVLP SUBORDINATES	64	0.6250000	1.9148542	-4.0000000	6.0000000
Q45DELTA	DELTA-UNDRSTND ROLE CO & XO	64	0.4062500	3.1204332	-10.0000000	9.0000000
Q46DELTA	DELTA-PROM INNOVT & RISK BHVR	64	0.7812500	2.1117115	-5.0000000	7.0000000
Q50DELTA	DELTA-MANAGE LABOR RELATIONS	64	1.8593750	3.5315682	-7.0000000	9.0000000
Q51DELTA	DELTA-MANG MULTI-CULT DIVRSTY	64	0.5781250	2.2523687	-6.0000000	5.0000000

LESS THAN OR EQUAL TO 5 YRS IN A MANAGERIAL POSITION

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
C35QUES	IMPOW IND & WORK GRP/CUR	61	7.5245902	1.8493833	3.0000000	10.0000000
C37QUES	BUILDING TRUST/CUR	60	8.1666667	1.5201100	5.0000000	10.0000000
C38QUES	MANAGING CHANGE/CUR	61	7.6065574	1.5945604	4.0000000	10.0000000
C39QUES	MANAGING CONFLICT/CUR	61	7.4098361	1.7642472	2.0000000	10.0000000
C40QUES	BUILDING TEAMWORK/CUR	61	7.7540984	1.6489654	4.0000000	10.0000000
C41QUES	DEVLP POS ORGAN CLIMAT/CUR	61	7.8196721	1.5864867	4.0000000	10.0000000
C42QUES	MOTIVATING PEOPLE/CUR	61	7.7704918	1.6370038	4.0000000	10.0000000
C43QUES	EMPLY COORD MECHNSM/CUR	61	6.8032787	2.3792133	0	10.0000000
C44QUES	DEVLP SUBORDINATES/CUR	61	7.6885246	1.8031545	4.0000000	10.0000000
C45QUES	UNDRSTND ROLE CO & XO/CUR	61	7.3934426	1.9939800	1.0000000	10.0000000
C46QUES	PROM INNOVT & RISK BHVR/CUR	60	7.6666667	1.9263267	3.0000000	10.0000000
C50QUES	MANAGE LABOR RELATIONS/CUR	61	3.9016393	2.5929707	0	9.0000000
C51QUES	MANG MULTI-CULT DIVRSTY/CUR	61	6.5737705	2.0531197	2.0000000	10.0000000

MORE THAN 5 BUT LESS THAN OR EQUAL TO 10 YRS IN A MANAGERIAL POSITION

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
C35QUES	IMPOW IND & WORK GRP/CUR	114	8.3771930	1.5133059	3.0000000	10.0000000
C37QUES	BUILDING TRUST/CUR	114	8.5964912	1.2741077	4.0000000	10.0000000
C38QUES	MANAGING CHANGE/CUR	114	8.1140351	1.5154598	2.0000000	10.0000000
C39QUES	MANAGING CONFLICT/CUR	114	7.9736842	1.5823167	1.0000000	10.0000000
C40QUES	BUILDING TEAMWORK/CUR	114	8.5263158	1.4217684	4.0000000	10.0000000
C41QUES	DEVLP POS ORGAN CLIMAT/CUR	114	8.5175439	1.4342983	2.0000000	10.0000000
C42QUES	MOTIVATING PEOPLE/CUR	114	8.3771930	1.3061485	5.0000000	10.0000000
C43QUES	EMPLY COORD MECHNSM/CUR	114	8.0263158	1.5195512	2.0000000	10.0000000
C44QUES	DEVLP SUBORDINATES/CUR	114	8.4473684	1.4457267	4.0000000	10.0000000
C45QUES	UNDRSTND ROLE CO & XO/CUR	114	8.3421053	1.6553958	3.0000000	10.0000000
C46QUES	PROM INNOVT & RISK BHVR/CUR	114	8.0350877	1.6981501	2.0000000	10.0000000
C50QUES	MANAGE LABOR RELATIONS/CUR	113	4.9026549	2.4994994	0	10.0000000
C51QUES	MANG MULTI-CULT DIVRSTY/CUR	114	7.5000000	1.7561523	3.0000000	10.0000000

MORE THAN 10 BUT LESS THAN OR EQUAL TO 15 YRS IN A MANAGERIAL POSITION

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
C35QUES	INPOWR IND & WORK GRP/CUR	42	8.8333333	1.0339757	6.0000000	10.0000000
C37QUES	BUILDING TRUST/CUR	42	9.0714286	1.2176118	6.0000000	10.0000000
C38QUES	MANAGING CHANGE/CUR	42	9.1142857	1.2154637	6.0000000	10.0000000
C39QUES	MANAGING CONFLICT/CUR	42	8.4761905	1.4523000	5.0000000	10.0000000
C40QUES	BUILDING TEAMWORK/CUR	41	8.9756098	1.3723439	6.0000000	10.0000000
C41QUES	DEVLP POS ORGAN CLIMAT/CUR	42	9.0047619	1.0548269	6.0000000	10.0000000
C42QUES	MOTIVATING PEOPLE/CUR	42	9.7380952	1.1699390	6.0000000	10.0000000
C43QUES	EMPLY COORD MECHNSM/CUR	42	8.3571429	1.4620638	5.0000000	10.0000000
C44QUES	DEVLP SUBORDINATES/CUR	42	9.0476190	1.1884070	5.0000000	10.0000000
C45QUES	UNDRSTND ROLE CO & XO/CUR	42	9.9761905	1.3157228	4.0000000	10.0000000
C46QUES	PROM INNOVT & RISK BHVR/CUR	42	8.8095238	1.2344268	5.0000000	10.0000000
C50QUES	MANAGE LABOR RELATIONS/CUR	42	8.1428571	2.6739158	0	10.0000000
C51QUES	MANG MULTI-CULT DIVRSTY/CUR	42	8.0952381	1.7223003	4.0000000	10.0000000

MORE THAN 15 YRS IN A MANAGERIAL POSITION

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
C35QUES	INPOWR IND & WORK GRP/CUR	51	8.9607843	1.0384755	6.0000000	10.0000000
C37QUES	BUILDING TRUST/CUR	51	9.1372549	0.9385011	6.0000000	10.0000000
C38QUES	MANAGING CHANGE/CUR	51	8.9411765	1.3177521	4.0000000	10.0000000
C39QUES	MANAGING CONFLICT/CUR	51	8.6274510	1.2483715	6.0000000	10.0000000
C40QUES	BUILDING TEAMWORK/CUR	51	8.9803922	1.0293725	6.0000000	10.0000000
C41QUES	DEVLP POS ORGAN CLIMAT/CUR	51	8.9607843	1.0763045	6.0000000	10.0000000
C42QUES	MOTIVATING PEOPLE/CUR	51	8.8039216	1.1835473	6.0000000	10.0000000
C43QUES	EMPLY COORD MECHNSM/CUR	51	8.5490196	1.4186434	4.0000000	10.0000000
C44QUES	DEVLP SUBORDINATES/CUR	51	8.9607843	1.1825529	5.0000000	10.0000000
C45QUES	UNDRSTND ROLE CO & XO/CUR	51	9.2156863	1.3162633	3.0000000	10.0000000
C46QUES	PROM INNOVT & RISK BHVR/CUR	51	8.8431373	1.1553796	6.0000000	10.0000000
C50QUES	MANAGE LABOR RELATIONS/CUR	51	7.0000000	2.3065125	0	10.0000000
C51QUES	MANG MULTI-CULT DIVRSTY/CUR	51	7.9607843	1.7884159	3.0000000	10.0000000

LESS THAN OR EQUAL TO 5 YRS IN A MANAGERIAL POSITION

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
R35QUES	INPOWR IND & WORK GRP/REQ	62	8.6612903	1.5675349	2.0000000	10.0000000
R37QUES	BUILDING TRUST/REQ	62	9.1290323	1.0477747	6.0000000	10.0000000
R38QUES	MANAGING CHANGE/REQ	62	9.0806452	1.1351087	5.0000000	10.0000000
R39QUES	MANAGING CONFLICT/REQ	62	9.1290323	1.1521024	5.0000000	10.0000000
R40QUES	BUILDING TEAMWORK/REQ	62	9.2419355	0.9353790	6.0000000	10.0000000
R41QUES	DEVLP POS ORGAN CLIMAT/REQ	62	9.2580645	1.0071138	6.0000000	10.0000000
R42QUES	MOTIVATING PEOPLE/REQ	62	9.2741935	0.9438212	6.0000000	10.0000000
R43QUES	EMPLY COORD MECHNSM/REQ	62	8.4677419	1.7341105	0	10.0000000
R44QUES	DEVLP SUBORDINATES/REQ	62	8.9193548	1.3943491	2.0000000	10.0000000
R45QUES	UNDRSTND ROLE CO & XO/REQ	62	8.9032258	1.7528401	0	10.0000000
R46QUES	PROM INNOVT & RISK BHVR/REQ	61	8.5901639	1.4671038	2.0000000	10.0000000
R50QUES	MANAGE LABOR RELATIONS/REQ	62	6.8225806	2.6828184	0	10.0000000
R51QUES	MANG MULTI-CULT DIVRSTY/REQ	62	8.1129032	1.5899772	5.0000000	10.0000000

MORE THAN 5 BUT LESS THAN OR EQUAL TO 10 YRS IN A MANAGERIAL POSITION

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
R35QUES	INPOWR IND & WORK GRP/REQ	114	8.9210526	1.3898796	3.0000000	10.0000000
R37QUES	BUILDING TRUST/REQ	114	9.2807018	1.3328465	4.0000000	10.0000000
R38QUES	MANAGING CHANGE/REQ	114	9.1666667	1.2114255	4.0000000	10.0000000
R39QUES	MANAGING CONFLICT/REQ	114	8.9912281	1.2585679	4.0000000	10.0000000
R40QUES	BUILDING TEAMWORK/REQ	114	9.2719299	1.1153402	4.0000000	10.0000000
R41QUES	DEVLP POS ORGAN CLIMAT/REQ	114	9.3070175	1.0229853	4.0000000	10.0000000
R42QUES	MOTIVATING PEOPLE/REQ	114	9.2105263	1.0599184	4.0000000	10.0000000
R43QUES	EMPLY COORD MECHNSM/REQ	114	8.6929825	1.4274626	3.0000000	10.0000000
R44QUES	DEVLP SUBORDINATES/REQ	114	8.9561404	1.3061485	5.0000000	10.0000000
R45QUES	UNDRSTND ROLE CO & XO/REQ	114	8.8596491	2.0126907	4.0000000	10.0000000
R46QUES	PROM INNOVT & RISK BHVR/REQ	114	8.7017544	1.4508455	4.0000000	10.0000000
R50QUES	MANAGE LABOR RELATIONS/REQ	113	6.7345133	2.9124661	0	10.0000000
R51QUES	MANG MULTI-CULT DIVRSTY/REQ	114	8.0438596	1.9158877	0	10.0000000

MORE THAN 10 BUT LESS THAN OR EQUAL TO 15 YRS IN A MANAGERIAL POSITION

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
R35QUES	IMPOWR IND & WORK GRP/REQ	42	9.4047619	0.7669873	8.0000000	10.0000000
R37QUES	BUILDING TRUST/REQ	42	9.7142857	0.5961549	8.0000000	10.0000000
R38QUES	MANAGING CHANGE/REQ	42	9.5238095	0.7404051	8.0000000	10.0000000
R39QUES	MANAGING CONFLICT/REQ	42	9.5238095	0.7066960	8.0000000	10.0000000
R40QUES	BUILDING TEAMWORK/REQ	42	9.7142857	0.5961549	8.0000000	10.0000000
R41QUES	DEVLP POS ORGAN CLIMAT/REQ	42	9.6428571	0.7265498	8.0000000	10.0000000
R42QUES	MOTIVATING PEOPLE/REQ	42	9.5476190	0.7392277	8.0000000	10.0000000
R43QUES	EMPLY COORD MECHNSM/REQ	42	9.1666667	1.0573014	6.0000000	10.0000000
R44QUES	DEVLP SUBORDINATES/REQ	42	9.4047619	0.8570945	8.0000000	10.0000000
R45QUES	UNDRSTND ROLE CO & XO/REQ	42	9.2857143	2.0034813	0	10.0000000
R46QUES	PROM INNOVT & RISK BHVR/REQ	42	9.1666667	1.1456657	5.0000000	10.0000000
R50QUES	MANAGE LABOR RELATIONS/REQ	42	7.7380952	2.2092878	1.0000000	10.0000000
R51QUES	MANG MULTI-CULT DIVRSTY/REQ	42	8.4285714	1.7128333	4.0000000	10.0000000

MORE THAN 15 YRS IN A MANAGERIAL POSITION

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
R35QUES	IMPOWR IND & WORK GRP/REQ	51	9.3921569	0.9813956	6.0000000	10.0000000
R37QUES	BUILDING TRUST/REQ	51	9.4313725	0.9220608	6.0000000	10.0000000
R38QUES	MANAGING CHANGE/REQ	51	9.6078431	0.7504247	6.0000000	10.0000000
R39QUES	MANAGING CONFLICT/REQ	51	9.5294118	0.9022847	6.0000000	10.0000000
R40QUES	BUILDING TEAMWORK/REQ	51	9.5686275	0.8063474	7.0000000	10.0000000
R41QUES	DEVLP POS ORGAN CLIMAT/REQ	51	9.7450980	0.5231878	8.0000000	10.0000000
R42QUES	MOTIVATING PEOPLE/REQ	51	9.5882353	0.7791398	6.0000000	10.0000000
R43QUES	EMPLY COORD MECHNSM/REQ	51	9.1764706	1.1437811	5.0000000	10.0000000
R44QUES	DEVLP SUBORDINATES/REQ	51	9.5098039	0.9873712	6.0000000	10.0000000
R45QUES	UNDRSTND ROLE CO & XO/REQ	51	9.5490196	1.1543609	3.0000000	10.0000000
R46QUES	PROM INNOVT & RISK BHVR/REQ	51	9.1568627	1.3171568	4.0000000	10.0000000
R50QUES	MANAGE LABOR RELATIONS/REQ	51	7.6666667	2.3888630	0	10.0000000
R51QUES	MANG MULTI-CULT DIVRSTY/REQ	51	8.3333333	1.9561868	1.0000000	10.0000000

LESS THAN OR EQUAL TO 5 YRS IN A MANAGERIAL POSITION

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
Q35QUES	DELTA-IMPOWR IND & WORK GRP	61	1.1147541	1.7990586	-3.0000000	6.0000000
Q37QUES	DELTA-BUILDING TRUST	60	0.9333333	1.5389482	-2.0000000	5.0000000
Q38DELTA	DELTA-MANAGING CHANGE	61	1.4590164	1.7848788	-2.0000000	6.0000000
Q39DELTA	DELTA-MANAGING CONFLICT	61	1.7049180	1.7827344	-1.0000000	7.0000000
Q40DELTA	DELTA-BUILDING TEAMWORK	61	1.4918033	1.7759781	-2.0000000	6.0000000
Q41DELTA	DELTA-DEVLP POS ORGAN CLIMAT	61	1.4262295	1.6478169	-1.0000000	6.0000000
Q42DELTA	DELTA-MOTIVATING PEOPLE	61	1.5081967	1.7380348	-2.0000000	6.0000000
Q43DELTA	DELTA-EMPLY COORD MECHNSM	61	1.6557377	2.0807470	-2.0000000	7.0000000
Q44DELTA	DELTA-DEVLP SUBORDINATES	61	1.2131148	1.9071336	-3.0000000	9.0000000
Q45DELTA	DELTA-UNDRSTND ROLE CO & XO	61	1.4918033	2.5074752	-10.0000000	9.0000000
Q46DELTA	DELTA-PROM INNOVT & RISK BHVR	61	1.0000000	2.0311339	-3.0000000	6.0000000
Q50DELTA	DELTA-MANAGE LABOR RELATIONS	60	2.9508197	2.8892111	-5.0000000	10.0000000
Q51DELTA	DELTA-MANG MULTI-CULT DIVRSTY	61	1.5245902	3.9287868	-4.0000000	9.0000000

MORE THAN 5 BUT LESS THAN OR EQUAL TO 10 YRS IN A MANAGERIAL POSITION

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
Q35DELTA	DELTA-IMPOWR IND & WORK GRP	114	0.5438596	1.4460220	-5.0000000	5.0000000
Q37DELTA	DELTA-BUILDING TRUST	114	0.6842105	1.3324792	-5.0000000	5.0000000
Q38DELTA	DELTA-MANAGING CHANGE	114	1.0526316	1.5955808	-5.0000000	7.0000000
Q39DELTA	DELTA-MANAGING CONFLICT	114	1.0175439	1.8045295	-5.0000000	6.0000000
Q40DELTA	DELTA-BUILDING TEAMWORK	114	0.7456140	1.5157661	-5.0000000	6.0000000
Q41DELTA	DELTA-DEVLP POS ORGAN CLIMAT	114	0.7894737	1.4842756	-5.0000000	5.0000000
Q42DELTA	DELTA-MOTIVATING PEOPLE	114	0.8333333	1.3496421	-5.0000000	5.0000000
Q43DELTA	DELTA-EMPLY COORD MECHNSM	114	0.6666667	1.5776706	-4.0000000	5.0000000
Q44DELTA	DELTA-DEVLP SUBORDINATES	114	0.5087719	1.4769354	-4.0000000	4.0000000
Q45DELTA	DELTA-UNDRSTND ROLE CO & XO	114	0.5175439	2.2310459	-10.0000000	7.0000000
Q46DELTA	DELTA-PROM INNOVT & RISK BHVR	114	0.6666667	1.7881947	-4.0000000	5.0000000
Q50DELTA	DELTA-MANAGE LABOR RELATIONS	113	1.8318584	2.7317664	-7.0000000	7.0000000
Q51DELTA	DELTA-MANG MULTI-CULT DIVRSTY	114	0.5438596	2.1291918	-8.0000000	5.0000000

MORE THAN 10 BUT LESS THAN OR EQUAL TO 15 YRS IN A MANAGERIAL POSITION

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
Q35DELTA	DELTA-IMPOWR IND & WORK GRP	42	0.5714286	1.1292747	-2.0000000	4.0000000
Q37DELTA	DELTA-BUILDING TRUST	42	0.6428571	1.1649647	-2.0000000	4.0000000
Q38DELTA	DELTA-MANAGING CHANGE	42	0.8095238	1.2344268	-2.0000000	4.0000000
Q39DELTA	DELTA-MANAGING CONFLICT	42	1.0476190	1.3784470	-2.0000000	4.0000000
Q40DELTA	DELTA-BUILDING TEAMWORK	41	0.7317073	1.2046657	-2.0000000	4.0000000
Q41DELTA	DELTA-DEVLP POS ORGAN CLIMAT	42	0.7380952	1.2505516	-2.0000000	3.0000000
Q42DELTA	DELTA-MOTIVATING PEOPLE	42	0.8095238	1.2145077	-2.0000000	3.0000000
Q43DELTA	DELTA-EMPLY COORD MECHNSM	42	0.8095238	1.4183139	-2.0000000	5.0000000
Q44DELTA	DELTA-DEVLP SUBORDINATES	42	0.3571429	1.1649647	-2.0000000	4.0000000
Q45DELTA	DELTA-UNDRSTND ROLE CO & XO	42	0.3095238	2.5897367	-10.0000000	6.0000000
Q46DELTA	DELTA-PROM INNOVT & RISK BHVR	42	0.3571429	1.5889291	-5.0000000	3.0000000
Q50DELTA	DELTA-MANAGE LABOR RELATIONS	42	1.5952381	2.8375490	-7.0000000	9.0000000
Q51DELTA	DELTA-MANG MULTI-CULT DIVRSTY	42	0.3333333	1.6028430	-5.0000000	5.0000000

MORE THAN 15 YRS IN A MANAGERIAL POSITION

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
Q35DELTA	DELTA-IMPOWR IND & WORK GRP	51	0.4313725	1.0817560	-3.0000000	3.0000000
Q37DELTA	DELTA-BUILDING TRUST	51	0.2941176	0.9652796	-3.0000000	2.0000000
Q38DELTA	DELTA-MANAGING CHANGE	51	0.6666667	1.2754084	-3.0000000	5.0000000
Q39DELTA	DELTA-MANAGING CONFLICT	51	0.9019608	1.3153692	-2.0000000	4.0000000
Q40DELTA	DELTA-BUILDING TEAMWORK	51	0.5882353	1.0035232	-2.0000000	3.0000000
Q41DELTA	DELTA-DEVLP POS ORGAN CLIMAT	51	0.7843137	1.0452507	-1.0000000	3.0000000
Q42DELTA	DELTA-MOTIVATING PEOPLE	51	0.7843137	0.9447481	-1.0000000	3.0000000
Q43DELTA	DELTA-EMPLY COORD MECHNSM	51	0.6274510	1.3558877	-4.0000000	3.0000000
Q44DELTA	DELTA-DEVLP SUBORDINATES	51	0.5490196	1.2540132	-2.0000000	5.0000000
Q45DELTA	DELTA-UNDRSTND ROLE CO & XO	51	0.3333333	1.0708252	-3.0000000	3.0000000
Q46DELTA	DELTA-PROM INNOVT & RISK BHVR	51	0.3137255	1.4627398	-5.0000000	3.0000000
Q50DELTA	DELTA-MANAGE LABOR RELATIONS	51	0.6666667	2.6127891	-5.0000000	10.0000000
Q51DELTA	DELTA-MANG MULTI-CULT DIVRSTY	51	0.3725490	1.6365914	-4.0000000	4.0000000

SURVEY DEMOGRAPHICS AND GRAPHED
AGGREGATE MEANS BY CORPS FOR THOSE
RESPONDENTS WITH SHORT COURSE EXPERIENCE

CORPS	Frequency	Percent	Pooled Sample Percentages
Medical	65	31.4	32.4
Dental	30	14.5	20.4
Medical Service-HCA	45	21.7	19.5
Medical Service-AH	15	7.2	6.3
Nurse	19	9.2	10.5
Did Not Indicate	33	15.9	10.9

N = 207

SHORT COURSE EXPERIENCE
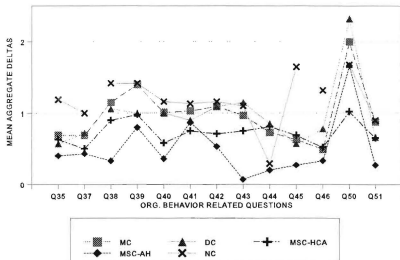
BY DESIGNATOR

Mean Aggregate Deltas by Designator for Respondents with
Short Course Experience

SHORT COURSE EXPERIENCE
BY DESIGNATOR
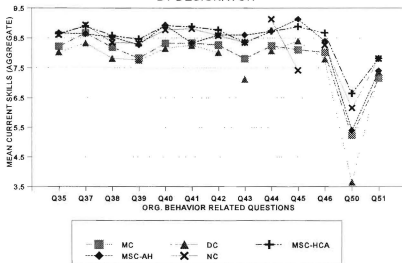
Mean Current Skills (Aggregate) by Designator for
Respondents with Short Course Experience

SHORT COURSE EXPERIENCE
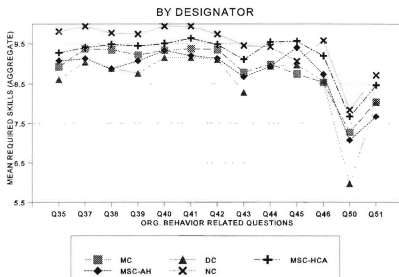
BY DESIGNATOR

Mean Required Skills (Aggregate) by Designator for
Respondents with Short Course Experience

APPENDIX H

SURVEY DEMOGRAHPICS AN GRAPHED
AGGREGATE MEANS BY RANK FOR THOSE
RESPONDENTS WITH SHORT COURSE EXPERIENCE

RANK	Frequency	Percent	Pooled Sample Percentages
Admiral	10	3.7	2.1
Captain	212	78.8	65.5
Commander	43	16.0	20.2
Lieutenant Commander	2	.74	9.2
Other	1	.37	2.3
Did not indicate	1	.37	.6

N = 269
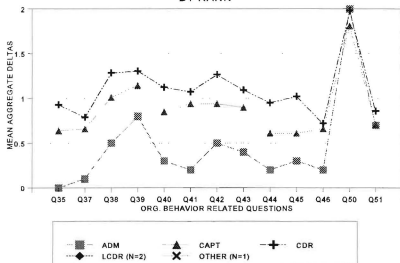
Aggregate Deltas by Rank for Respondents with Short Course
Experience
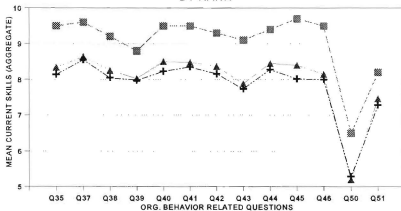
Mean Current Skills (Aggregate) by Rank for Respondents with
Short Course Experience

SHORT COURSE EXPERIENCE
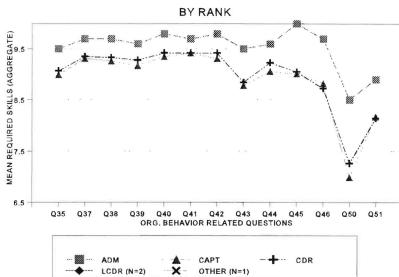
BY RANK

Mean Required Skills (Aggregate) by Rank for Respondents
with Short Course Experience

SURVEY DEMOGRAPHICS AND GRAPHED
AGGREGATE MEANS BY POSITION HELD FOR THOSE
RESPONDENTS WITH SHORT COURSE EXPERIENCE

Organizational Position	Frequency	Percent	Pooled Sample Percentages
Commanding Officer (CO)	69	25.7	20.4
Executive Officer (XO)	41	15.2	15.1
Director (DIR)	19	7.1	29.4
Department Head (DH)	11	4.1	9.2
Operational Forces (OPS)	64	23.8	3.4
Other	65	24.2	22.5

N = 269

SHORT COURSE EXPERIENCE
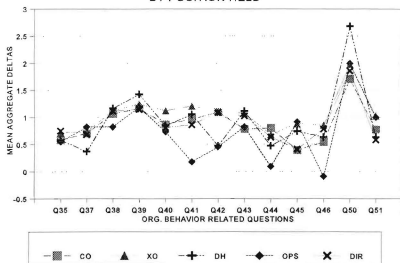
BY POSITION HELD

Aggregate Deltas by Position Held for Respondents with Short Course Experience

SHORT COURSE EXPERIENCE
BY POSITION HELD

Mean Current Skills (Aggregate) by Position Held for
Respondents with Short Course Experience

153

SHORT COURSE EXPERIENCE
BY POSITION HELD

Legend:
- CO
- OPS
- XO
- DIR
- DH
- OTHER
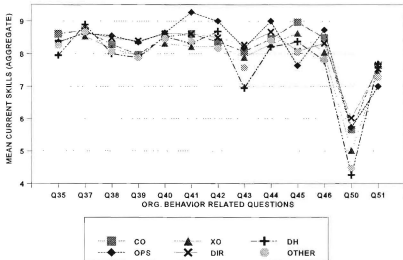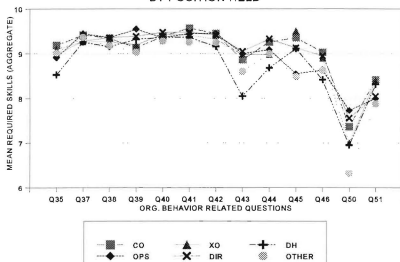
Mean Required Skills (Aggregate) by Position Held for
Respondents with Short Course Experience

APPENDIX J

MEANS FOR ALL ORGANIZATIONAL BEHAVIOR
RELATED QUESTIONS FOR THOSE RESPONDENTS WITH NO SHORT
COURSE EXPERIENCE BROKEN DOWN BY DESIGNATOR, RANK,
POSITION HELD, AND YEARS IN A MANAGERIAL POSITION

POOLED

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
C35QUES	IMPOWR IND & WORK GRP/CUR	207	8.0434783	1.6701385	2.0000000	10.0000000
C37QUES	BUILDING TRUST/CUR	207	8.5700483	1.3122542	4.0000000	10.0000000
C38QUES	MANAGING CHANGE/CUR	207	8.2173913	1.4299457	3.0000000	10.0000000
C39QUES	MANAGING CONFLICT/CUR	207	7.8647343	1.6193798	1.0000000	10.0000000
C40QUES	BUILDING TEAMWORK/CUR	206	8.3252427	1.4670507	3.0000000	10.0000000
C41QUES	DEVLP POS ORGAN CLIMAT/CUR	207	8.2705314	1.4087973	4.0000000	10.0000000
C42QUES	MOTIVATIONG PEOPLE/CUR	207	8.0917874	1.4635640	4.0000000	10.0000000
C43QUES	EMPLY COORD MECHNSM/CUR	207	7.4879227	1.6156393	3.0000000	10.0000000
C44QUES	DEVLP SUBORDINATES/CUR	207	8.2173913	1.3921022	3.0000000	10.0000000
C45QUES	UNDRSTND ROLE CO & XO/CUR	207	7.6521739	1.9718363	0	10.0000000
C46QUES	PROM INNOVT & RISK BEHVR/CUR	207	7.7487923	1.6764172	2.0000000	10.0000000
C50QUES	MANAGE LABOR RELATIONS/CUR	206	4.8980583	2.5878320	0	10.0000000
C51QUES	MANG MULTI-CULT DIVRSTY/CUR	207	7.2995169	1.8583712	2.0000000	10.0000000

POOLED

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
R35QUES	IMPOWR IND & WORK GRP/REQ	206	8.8592233	1.4498402	2.0000000	10.0000000
R37QUES	BUILDING TRUST/REQ	206	9.3106796	1.0867641	5.0000000	10.0000000
R38QUES	MANAGING CHANGE/REQ	206	9.1844660	1.0429561	6.0000000	10.0000000
R39QUES	MANAGING CONFLICT/REQ	206	9.1601942	1.1427686	4.0000000	10.0000000
R40QUES	BUILDING TEAMWORK/REQ	205	9.2439024	1.1110075	4.0000000	10.0000000
R41QUES	DEVLP POS ORGAN CLIMAT/REQ	206	9.3155340	1.0785950	3.0000000	10.0000000
R42QUES	MOTIVATING PEOPLE/REQ	206	9.2621359	1.2294053	2.0000000	10.0000000
R43QUES	EMPLY COORD MECHNSM/REQ	206	9.6165049	1.3301456	2.0000000	10.0000000
R44QUES	DEVLP SUBORDINATES/REQ	206	9.1067961	1.2090119	4.0000000	10.0000000
R45QUES	UNDRSTND ROLE CO & XO/REQ	206	9.0048544	1.4666955	2.0000000	10.0000000
R46QUES	PROM INNOVT & RISK BHVR/REQ	206	8.7038835	1.3083911	4.0000000	10.0000000
R50QUES	MANAGE LABOR RELATIONS/REQ	205	7.2097561	2.3989177	0	10.0000000
R51QUES	MANG MULTI-CULT DIVRSTY/REQ	206	7.9417476	2.1337028	0	10.0000000

POOLED

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
Q35DELTA	DELTA-IMPOWR IND & WORK GRP	206	0.9252427	1.7414722	-5.0000000	7.0000000
Q37DELTA	DELTA-BUILDING TRUST	206	0.7475728	1.3772964	-4.0000000	4.0000000
Q38DELTA	DELTA-MANAGING CHANGE	206	0.9757282	1.4797472	-3.0000000	6.0000000
Q39DELTA	DELTA-MANAGING CONFLICT	206	1.3058252	1.7720499	-4.0000000	6.0000000
Q40DELTA	DELTA-BUILDING TEAMWORK	205	0.9268293	1.5369668	-3.0000000	6.0000000
Q41DELTA	DELTA-DEVLP POS ORGAN CLIMAT	206	1.0533981	1.5435351	-4.0000000	5.0000000
Q42DELTA	DELTA-MOTIVATING PEOPLE	206	1.1796117	1.6175375	-4.0000000	6.0000000
Q43DELTA	DELTA-EMPLY COORD MECHNSM	206	1.1407767	1.7431643	-4.0000000	6.0000000
Q44DELTA	DELTA-DEVLP SUBORDINATES	206	0.8980583	1.5058572	-5.0000000	5.0000000
Q45DELTA	DELTA-UNDRSTND ROLE CO & XO	206	1.3640777	2.2390048	-8.0000000	10.0000000
Q46DELTA	DELTA-PROM INNOVT & RISK BHVR	206	0.9660194	1.6331357	-4.0000000	6.0000000
Q50DELTA	DELTA-MANAGE LABOR RELATIONS	205	2.3365854	2.9899961	-7.0000000	9.0000000
Q51DELTA	DELTA-MANG MULTI-CULT DIVRSTY	206	0.6553398	2.0865763	-9.0000000	7.0000000

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
C35QUES	IMPOWR IND & WORK GRP/CUR	33	8.0606061	1.3905798	5.0000000	10.0000000
C37QUES	BUILDING TRUST/CUR	33	8.5454545	1.2769815	5.0000000	10.0000000
C38QUES	MANAGING CHANGE/CUR	33	8.2121212	1.3864878	5.0000000	10.0000000
C39QUES	MANAGING CONFLICT/CUR	33	8.0606061	1.6382039	5.0000000	10.0000000
C40QUES	BUILDING TEAMWORK/CUR	32	8.2812500	1.5297544	5.0000000	10.0000000
C41QUES	DEVLP POS ORGAN CLIMAT/CUR	33	8.1818182	1.3796409	5.0000000	10.0000000
C42QUES	MOTIVATING PEOPLE/CUR	33	7.9090909	1.7385992	4.0000000	10.0000000
C43QUES	EMPLY COORD MECHNSM/CUR	33	7.5454545	1.4381175	5.0000000	10.0000000
C44QUES	DEVLP SUBORDINATES/CUR	33	7.9696970	1.4027840	5.0000000	10.0000000
C45QUES	UNDRSTND ROLE CO & XO/CUR	33	7.7878788	1.4525318	4.0000000	10.0000000
C46QUES	PROM INNOVT & RISK BHVR/CUR	33	7.7272727	1.5466239	5.0000000	10.0000000
C50QUES	MANAGE LABOR RELATIONS/CUR	33	4.9687500	2.8453060	0	10.0000000
C51QUES	MANG MULTI-CULT DIVRSTY/CUR	33	6.8787879	1.9804920	2.0000000	10.0000000

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
C35QUES	IMPOWR IND & WORK GRP/CUR	65	7.5538462	2.0993960	2.0000000	10.0000000
C37QUES	BUILDING TRUST/CUR	65	8.5076923	1.1742428	5.0000000	10.0000000
C38QUES	MANAGING CHANGE/CUR	65	8.1230769	1.3864038	4.0000000	10.0000000
C39QUES	MANAGING CONFLICT/CUR	65	7.7538462	1.6010814	1.0000000	10.0000000
C40QUES	BUILDING TEAMWORK/CUR	65	8.2307692	1.5488830	3.0000000	10.0000000
C41QUES	DEVLP POS ORGAN CLIMAT/CUR	65	8.0769231	1.4285866	5.0000000	10.0000000
C42QUES	MOTIVATING PEOPLE/CUR	65	8.0000000	1.4684175	4.0000000	10.0000000
C43QUES	EMPLY COORD MECHNSM/CUR	65	7.2153846	1.7183959	3.0000000	10.0000000
C44QUES	DEVLP SUBORDINATES/CUR	65	7.9230769	1.5742825	3.0000000	10.0000000
C45QUES	UNDRSTND ROLE CO & XO/CUR	65	6.7230769	2.1973542	0	10.0000000
C46QUES	PROM INNOVT & RISK BHVR/CUR	65	7.4769231	1.7687186	3.0000000	10.0000000
C50QUES	MANAGE LABOR RELATIONS/CUR	65	4.2153846	2.4205649	0	10.0000000
C51QUES	MANG MULTI-CULT DIVRSTY/CUR	65	6.9846154	1.8665837	3.0000000	10.0000000

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
C35QUES	IMPOWR IND & WORK GRP/CUR	30	8.3000000	1.2077237	4.0000000	10.0000000
C37QUES	BUILDING TRUST/CUR	30	8.5000000	1.5028708	5.0000000	10.0000000
C38QUES	MANAGING CHANGE/CUR	30	8.0333333	1.6914253	3.0000000	10.0000000
C39QUES	MANAGING CONFLICT/CUR	30	7.5333333	1.7759569	3.0000000	10.0000000
C40QUES	BUILDING TEAMWORK/CUR	30	8.1333333	1.4319828	4.0000000	10.0000000
C41QUES	DEVLP POS ORGAN CLIMAT/CUR	30	8.3666667	1.5862194	4.0000000	10.0000000
C42QUES	MOTIVATING PEOPLE/CUR	30	8.0000000	1.3390681	4.0000000	10.0000000
C43QUES	EMPLY COORD MECHNSM/CUR	30	7.1333333	1.6760655	4.0000000	10.0000000
C44QUES	DEVLP SUBORDINATES/CUR	30	8.4000000	1.2484473	6.0000000	10.0000000
C45QUES	UNDRSTND ROLE CO & XO/CUR	30	7.9000000	2.0231420	2.0000000	10.0000000
C46QUES	PROM INNOVT & RISK BHVR/CUR	30	7.6666667	1.9178532	2.0000000	10.0000000
C50QUES	MANAGE LABOR RELATIONS/CUR	30	4.0333333	3.2365089	0	8.0000000
C51QUES	MANG MULTI-CULT DIVRSTY/CUR	30	7.3666667	1.6501480	4.0000000	10.0000000

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
C35QUES	IMPOWR IND & WORK GRP/CUR	19	8.3157895	1.8574963	3.0000000	10.0000000
C37QUES	BUILDING TRUST/CUR	19	8.7894737	1.5839103	5.0000000	10.0000000
C38QUES	MANAGING CHANGE/CUR	19	8.5263158	1.7754005	4.0000000	10.0000000
C39QUES	MANAGING CONFLICT/CUR	19	8.1052632	1.9406396	4.0000000	10.0000000
C40QUES	BUILDING TEAMWORK/CUR	19	8.6315789	1.4609938	6.0000000	10.0000000
C41QUES	DEVLP POS ORGAN CLIMAT/CUR	19	8.4210526	1.6437014	5.0000000	10.0000000
C42QUES	MOTIVATING PEOPLE/CUR	19	8.2105263	1.6858545	5.0000000	10.0000000
C43QUES	EMPLY COORD MECHNSM/CUR	19	8.0526316	1.8995229	4.0000000	10.0000000
C44QUES	DEVLP SUBORDINATES/CUR	19	8.6315789	1.4609938	6.0000000	10.0000000
C45QUES	UNDRSTND ROLE CO & XO/CUR	19	7.3157895	1.6347827	4.0000000	10.0000000
C46QUES	PROM INNOVT & RISK BHVR/CUR	19	7.9473684	1.7786913	4.0000000	10.0000000
C50QUES	MANAGE LABOR RELATIONS/CUR	19	4.7368421	2.3532980	0	8.0000000
C51QUES	MANG MULTI-CULT DIVRSTY/CUR	19	7.3684211	1.8918106	3.0000000	10.0000000

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DESIGNATOR = HCA

Variable  Label                          N         Mean         Std Dev        Minimum         Maximum
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C35QUES   IMPOWR IND & WORK GRP/CUR     45    8.4000000      1.3382485      5.0000000      10.0000000
C37QUES   BUILDING TRUST/CUR            45    6.8888889      1.3284000      4.0000000      10.0000000
C38QUES   MANAGING CHANGE/CUR           45    8.3777778      1.2484334      4.0000000      10.0000000
C39QUES   MANAGING CONFLICT/CUR         45    8.0000000      1.4301939      4.0000000      10.0000000
C41QUES   BUILDING TEAMWORK/CUR         45    8.5111111      1.3420172      4.0000000      10.0000000
C41QUES   DEVLP POS ORGAN CLIMAT/CUR    45    8.4888889      1.2177144      4.0000000      10.0000000
C42QUES   MOTIVATING PEOPLE/CUR         45    8.3111111      1.2760419      4.0000000      10.0000000
C43QUES   EMPLY COORD MECHNSM/CUR       45    7.7777778      1.3465256      4.0000000      10.0000000
C44QUES   DEVLP SUBORDINATES/CUR        45    8.5111111      1.1603726      5.0000000      10.0000000
C45QUES   UNDRSTND ROLE CO & XO/CUR     45    8.4444444      1.0861851      6.0000000      10.0000000
C46QUES   PROM INNOVT & RISK BHVR/CUR   45    8.2444444      1.3510191      4.0000000      10.0000000
C50QUES   MANAGE LABOR RELATIONS/CUR    45    6.4444444      2.1695785              0      10.0000000
C51QUES   MANG MULTI-CULT DIVRSTY/CUR   45    7.8444444      1.6090025      4.0000000      10.0000000


DESIGNATOR = AH

Variable  Label                          N         Mean         Std Dev        Minimum         Maximum
---------------------------------------------------------------------------------------------------------
C35QUES   IMPOWR IND & WORK GRP/CUR     15    8.2000000      1.2649111      6.0000000      10.0000000
C37QUES   BUILDING TRUST/CUR            15    8.4000000      1.2983506      6.0000000      10.0000000
C38QUES   MANAGING CHANGE/CUR           15    8.1333333      1.3020131      5.0000000      10.0000000
C39QUES   MANAGING CONFLICT/CUR         15    7.8666667      1.5522641      5.0000000      10.0000000
C40QUES   BUILDING TEAMWORK/CUR         15    8.2666667      1.5337474      5.0000000      10.0000000
C41QUES   DEVLP POS ORGAN CLIMAT/CUR    15    8.2666667      1.3345233      6.0000000      10.0000000
C42QUES   MOTIVATING PEOPLE/CUR         15    8.2666667      1.3870146      6.0000000      10.0000000
C43QUES   EMPLY COORD MECHNSM/CUR       15    7.6666667      1.6329932      5.0000000      10.0000000
C44QUES   DEVLP SUBORDINATES/CUR        15    8.2666667      1.1629192      6.0000000      10.0000000
C45QUES   UNDRSTND ROLE CO & XO/CUR     15    7.7333333      2.4043611      2.0000000      10.0000000
C46QUES   PROM INNOVT & RISK BHVR/CUR   15    7.4000000      1.6918357      4.0000000      10.0000000
C50QUES   MANAGE LABOR RELATIONS/CUR    15    5.0000000      2.9519969      1.0000000      10.0000000
C51QUES   MANG MULTI-CULT DIVRSTY/CUR   15    7.7333333      2.3441924      2.0000000      10.0000000


DESIGNATOR = ' '

Variable  Label                          N         Mean         Std Dev        Minimum         Maximum
---------------------------------------------------------------------------------------------------------
R35QUES   IMPOWR IND & WORK GRP/REQ     33    8.6060606      1.5799405      3.0000000      10.0000000
R37QUES   BUILDING TRUST/REQ            33    9.2121212      1.0534935      7.0000000      10.0000000
R38QUES   MANAGING CHANGE/REQ           33    9.1212121      1.2185436      6.0000000      10.0000000
R39QUES   MANAGING CONFLICT/REQ         33    9.1818182      1.2107473      6.0000000      10.0000000
R40QUES   BUILDING TEAMWORK/REQ         33    9.1250000      1.3619246      4.0000000      10.0000000
R41QUES   DEVLP POS ORGAN CLIMAT/REQ    33    9.1818182      1.1579763      6.0000000      10.0000000
R42QUES   MOTIVATING PEOPLE/REQ         33    8.9696970      1.6869614      2.0000000      10.0000000
R43QUES   EMPLY COORD MECHNSM/REQ       33    8.3939394      1.8360861      2.0000000      10.0000000
R44QUES   DEVLP SUBORDINATES/REQ        33    8.9878788      1.5763402      4.0000000      10.0000000
R45QUES   UNDRSTND ROLE CO & XO/REQ     33    8.5454545      1.8386631      3.0000000      10.0000000
R46QUES   PROM INNOVT & RISK BHVR/REQ   33    8.4242424      1.4367999      5.0000000      10.0000000
R50QUES   MANAGE LABOR RELATIONS/REQ    33    6.9062500      2.9877100              0      10.0000000
R51QUES   MANG MULTI-CULT DIVRSTY/REQ   33    7.3939394      2.6568237              0      10.0000000


DESIGNATOR = MC

Variable  Label                          N         Mean         Std Dev        Minimum         Maximum
---------------------------------------------------------------------------------------------------------
R35QUES   IMPOWR IND & WORK GRP/REQ     65    8.8153846      1.6094672      2.0000000      10.0000000
R37QUES   BUILDING TRUST/REQ            65    9.2461538      1.0901658      5.0000000      10.0000000
R38QUES   MANAGING CHANGE/REQ           65    9.0923077      1.0565728      6.0000000      10.0000000
R39QUES   MANAGING CONFLICT/REQ         65    9.1384615      1.1973528      5.0000000      10.0000000
R40QUES   BUILDING TEAMWORK/REQ         65    9.1230769      1.1660255      5.0000000      10.0000000
R41QUES   DEVLP POS ORGAN CLIMAT/REQ    65    9.3076923      0.9830291      6.0000000      10.0000000
R42QUES   MOTIVATING PEOPLE/REQ         65    8.3946154      0.9469079      6.0000000      10.0000000
R43QUES   EMPLY COORD MECHNSM/REQ       65    8.7230769      1.2438309      3.0000000      10.0000000
R44QUES   DEVLP SUBORDINATES/REQ        65    9.1692308      1.0978563      5.0000000      10.0000000
R45QUES   UNDRSTND ROLE CO & XO/REQ     65    9.0923077      0.9474155      7.0000000      10.0000000
R46QUES   PROM INNOVT & RISK BHVR/REQ   65    8.5692308      1.3342745      5.0000000      10.0000000
R50QUES   MANAGE LABOR RELATIONS/REQ    65    7.5538462      2.2571468              0      10.0000000
R51QUES   MANG MULTI-CULT DIVRSTY/REQ   65    7.8923077      2.0548957              0      10.0000000
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DESIGNATOR = DC

Variable   Label                          N        Mean          Std Dev        Minimum       Maximum
-------------------------------------------------------------------------------------------------------
R35QUES    IMPOWR IND & WORK GRP/REQ       30     8.8666667      0.9732042      7.0000000     10.0000000
R37QUES    BUILDING TRUST/REQ              30     9.3000000      0.9878573      7.0000000     10.0000000
R38QUES    MANAGING CHANGE/REQ             30     9.0666667      0.9444332      7.0000000     10.0000000
R39QUES    MANAGING CONFLICT/REQ           30     9.1333333      0.9371024      7.0000000     10.0000000
R40QUES    BUILDING TEAMWORK/REQ           30     9.3333333      0.9942363      6.0000000     10.0000000
R41QUES    DEVLP POS ORGAN CLIMAT/REQ      30     9.3333333      0.8840866      7.0000000     10.0000000
R42QUES    MOTIVATING PEOPLE/REQ           30     9.3333333      0.9222661      7.0000000     10.0000000
R43QUES    EMPLY COORD MECHNSM/REQ         30     8.4000000      1.3025175      4.0000000     10.0000000
R44QUES    DEVLP SUBORDINATES/REQ          30     9.1666667      0.9498941      7.0000000     10.0000000
R45QUES    UNDRSTND ROLE CO & XO/REQ       30     9.0666667      1.4605935      3.0000000     10.0000000
R46QUES    PROM INNOVT & RISK BHVR/REQ     30     8.7000000      1.1492126      6.0000000     10.0000000
R50QUES    MANAGE LABOR RELATIONS/REQ      30     6.8666667      1.7564332      2.0000000     10.0000000
R51QUES    MANG MULTI-CULT DIVRSTY/REQ     30     8.1000000      1.3683617      4.0000000     10.0000000
-------------------------------------------------------------------------------------------------------

DESIGNATOR = NC

Variable   Label                          N        Mean          Std Dev        Minimum       Maximum
-------------------------------------------------------------------------------------------------------
R35QUES    IMPOWR IND & WORK GRP/REQ       19     9.3684211      0.6533763      8.0000000     10.0000000
R37QUES    BUILDING TRUST/REQ              19     9.8947368      0.4588315      8.0000000     10.0000000
R38QUES    MANAGING CHANGE/REQ             19     9.7894737      0.5351034      8.0000000     10.0000000
R39QUES    MANAGING CONFLICT/REQ           19     9.3684211      0.5619515      8.0000000     10.0000000
R40QUES    BUILDING TEAMWORK/REQ           19     9.3684211      0.6533763      8.0000000     10.0000000
R41QUES    DEVLP POS ORGAN CLIMAT/REQ      19     9.8947368      0.4588315      8.0000000     10.0000000
R42QUES    MOTIVATING PEOPLE/REQ           19     9.3684211      0.5619515      8.0000000     10.0000000
R43QUES    EMPLY COORD MECHNSM/REQ         19     9.2105263      0.9176629      6.0000000     10.0000000
R44QUES    DEVLP SUBORDINATES/REQ          19     9.3684211      0.6533763      8.0000000     10.0000000
R45QUES    UNDRSTND ROLE CO & XO/REQ       19     9.6315789      0.7608859      8.0000000     10.0000000
R46QUES    PROM INNOVT & RISK BHVR/REQ     19     9.8421053      0.3746343      9.0000000     10.0000000
R50QUES    MANAGE LABOR RELATIONS/REQ      19     8.6315789      1.4224598      5.0000000     10.0000000
R51QUES    MANG MULTI-CULT DIVRSTY/REQ     19     9.1578947      1.0145145      7.0000000     10.0000000
-------------------------------------------------------------------------------------------------------

DESIGNATOR = HCA

Variable   Label                          N        Mean          Std Dev        Minimum       Maximum
-------------------------------------------------------------------------------------------------------
R35QUES    IMPOWR IND & WORK GRP/REQ       45     8.6222222      1.6277269      3.0000000     10.0000000
R37QUES    BUILDING TRUST/REQ              45     9.2000000      1.3416408      5.0000000     10.0000000
R38QUES    MANAGING CHANGE/REQ             45     9.1111111      1.1326201      6.0000000     10.0000000
R39QUES    MANAGING CONFLICT/REQ           45     8.8888889      1.3521401      4.0000000     10.0000000
R40QUES    BUILDING TEAMWORK/REQ           45     9.2000000      1.0787194      6.0000000     10.0000000
R41QUES    DEVLP POS ORGAN CLIMAT/REQ      45     9.1333333      1.4238233      3.0000000     10.0000000
R42QUES    MOTIVATING PEOPLE/REQ           45     9.0222222      1.5592669      4.0000000     10.0000000
R43QUES    EMPLY COORD MECHNSM/REQ         45     8.4444444      1.7851115      1.0000000     10.0000000
R44QUES    DEVLP SUBORDINATES/REQ          45     8.9333333      1.3882625      4.0000000     10.0000000
R45QUES    UNDRSTND ROLE CO & XO/REQ       45     8.8666667      1.9376649      2.0000000     10.0000000
R46QUES    PROM INNOVT & RISK BHVR/REQ     45     8.6222222      1.3532602      4.0000000     10.0000000
R50QUES    MANAGE LABOR RELATIONS/REQ      45     6.8222222      2.5071615      0             10.0000000
R51QUES    MANG MULTI-CULT DIVRSTY/REQ     45     7.5333333      2.3702704      0             10.0000000
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DESIGNATOR = AH

Variable   Label                          N        Mean          Std Dev        Minimum       Maximum
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R35QUES    IMPOWR IND & WORK GRP/REQ       14     9.2142857      0.9749613      7.0000000     10.0000000
R37QUES    BUILDING TRUST/REQ              14     9.4285714      0.9376145      7.0000000     10.0000000
R38QUES    MANAGING CHANGE/REQ             14     9.4285714      0.7559289      8.0000000     10.0000000
R39QUES    MANAGING CONFLICT/REQ           14     9.3571429      0.7449463      8.0000000     10.0000000
R40QUES    BUILDING TEAMWORK/REQ           14     9.3571429      1.0082081      7.0000000     10.0000000
R41QUES    DEVLP POS ORGAN CLIMAT/REQ      14     9.4285714      0.8516306      8.0000000     10.0000000
R42QUES    MOTIVATING PEOPLE/REQ           14     9.3571429      1.0082081      7.0000000     10.0000000
R43QUES    EMPLY COORD MECHNSM/REQ         14     8.8571429      1.1673206      6.0000000     10.0000000
R44QUES    DEVLP SUBORDINATES/REQ          14     9.1428571      0.9492623      8.0000000     10.0000000
R45QUES    UNDRSTND ROLE CO & XO/REQ       14     9.1428571      1.2924123      6.0000000     10.0000000
R46QUES    PROM INNOVT & RISK BHVR/REQ     14     8.7142857      2.2666474      1.0000000     10.0000000
R50QUES    MANAGE LABOR RELATIONS/REQ      14     6.3571429      2.7625836      0             9.0000000
R51QUES    MANG MULTI-CULT DIVRSTY/REQ     14     8.3571429      2.2397508      1.0000000     10.0000000
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DESIGNATOR =

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
Q35DELTA	DELTA-IMPOWR IND & WORK GRP	33	0.5454545	1.8215877	-4.0000000	4.0000000
Q37DELTA	DELTA-BUILDING TRUST	33	0.6666667	1.3385315	-3.0000000	4.0000000
Q38DELTA	DELTA-MANAGING CHANGE	33	0.9090909	1.4000812	-3.0000000	4.0000000
Q39DELTA	DELTA-MANAGING CONFLICT	33	1.1212121	1.7985685	-5.0000000	5.0000000
Q40DELTA	DELTA-BUILDING TEAMWORK	32	0.8437500	1.5473051	-3.0000000	4.0000000
Q41DELTA	DELTA-DEVLP POS ORGAN CLIMAT	33	1.0000000	1.5206906	-4.0000000	4.0000000
Q42DELTA	DELTA-MOTIVATING PEOPLE	33	1.0606061	1.7666953	-4.0000000	4.0000000
Q43DELTA	DELTA-EMPLY COORD MECHNSM	33	0.8484848	1.6031456	-4.0000000	4.0000000
Q44DELTA	DELTA-DEVLP SUBORDINATES	33	0.8181818	1.7221815	-5.0000000	4.0000000
Q45DELTA	DELTA-UNDRSTND ROLE CO & XO	33	0.7575758	2.0314758	-6.0000000	4.0000000
Q46DELTA	DELTA-PROM INNOVT & RISK BHVR	33	0.6969697	1.7407766	-4.0000000	3.0000000
Q50DELTA	DELTA-MANAGE LABOR RELATIONS	32	1.9375000	3.1819805	-4.0000000	8.0000000
Q51DELTA	DELTA-MANG MULTI-CULT DIVRSTY	33	0.5151515	2.1523419	-4.0000000	5.0000000

DESIGNATOR = MC

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
Q35DELTA	DELTA-IMPOWR IND & WORK GRP	65	1.2615385	1.7345472	-2.0000000	5.0000000
Q37DELTA	DELTA-BUILDING TRUST	65	0.7384615	1.0936882	-2.0000000	4.0000000
Q38DELTA	DELTA-MANAGING CHANGE	65	0.9692308	1.3459340	-2.0000000	9.0000000
Q39DELTA	DELTA-MANAGING CONFLICT	65	1.3846154	1.8344985	-4.0000000	9.0000000
Q40DELTA	DELTA-BUILDING TEAMWORK	65	0.8923077	1.5012815	-3.0000000	6.0000000
Q41DELTA	DELTA-DEVLP POS ORGAN CLIMAT	65	1.2307692	1.5285740	-3.0000000	5.0000000
Q42DELTA	DELTA-MOTIVATING PEOPLE	65	1.3846154	1.5379807	-1.0000000	6.0000000
Q43DELTA	DELTA-EMPLY COORD MECHNSM	65	1.5076923	1.9042531	-4.0000000	6.0000000
Q44DELTA	DELTA-DEVLP SUBORDINATES	65	1.2461538	1.5414154	-2.0000000	5.0000000
Q45DELTA	DELTA-UNDRSTND ROLE CO & XO	65	2.3692308	2.1977917	-2.0000000	10.0000000
Q46DELTA	DELTA-PROM INNOVT & RISK BHVR	65	1.0923077	1.5178426	-3.0000000	5.0000000
Q50DELTA	DELTA-MANAGE LABOR RELATIONS	65	3.3384615	2.6825648	-5.0000000	9.0000000
Q51DELTA	DELTA-MANG MULTI-CULT DIVRSTY	65	0.9076923	2.0745713	-9.0000000	6.0000000

DESIGNATOR = DC

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
Q35DELTA	DELTA-IMPOWR IND & WORK GRP	30	0.5666667	1.1043280	-2.0000000	4.0000000
Q37DELTA	DELTA-BUILDING TRUST	30	0.8000000	1.2429109	-1.0000000	4.0000000
Q38DELTA	DELTA-MANAGING CHANGE	30	1.0333333	1.7317190	-2.0000000	6.0000000
Q39DELTA	DELTA-MANAGING CONFLICT	30	1.0000000	1.6315848	0	6.0000000
Q40DELTA	DELTA-BUILDING TEAMWORK	30	1.2000000	1.5844068	-2.0000000	6.0000000
Q41DELTA	DELTA-DEVLP POS ORGAN CLIMAT	30	1.3333333	1.3256965	-2.0000000	6.0000000
Q42DELTA	DELTA-MOTIVATING PEOPLE	30	1.3333333	1.5829552	-2.0000000	6.0000000
Q43DELTA	DELTA-EMPLY COORD MECHNSM	30	1.2666667	1.5742176	-1.0000000	6.0000000
Q44DELTA	DELTA-DEVLP SUBORDINATES	30	0.7666667	1.1351237	-1.0000000	3.0000000
Q45DELTA	DELTA-UNDRSTND ROLE CO & XO	30	1.1666667	1.8585002	-1.0000000	8.0000000
Q46DELTA	DELTA-PROM INNOVT & RISK BHVR	30	1.0333333	1.4439306	-1.0000000	6.0000000
Q50DELTA	DELTA-MANAGE LABOR RELATIONS	30	2.8333333	2.3792687	0	7.0000000
Q51DELTA	DELTA-MANG MULTI-CULT DIVRSTY	30	0.9333333	1.3628908	-2.0000000	4.0000000

DESIGNATOR = NC

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
Q35DELTA	DELTA-IMPOWR IND & WORK GRP	19	1.4210526	1.8653504	0	7.0000000
Q37DELTA	DELTA-BUILDING TRUST	19	1.1052632	1.3701069	0	4.0000000
Q38DELTA	DELTA-MANAGING CHANGE	19	1.2631579	1.6276126	0	5.0000000
Q39DELTA	DELTA-MANAGING CONFLICT	19	1.6315789	1.7387903	0	5.0000000
Q40DELTA	DELTA-BUILDING TEAMWORK	19	1.1052632	1.5949482	-2.0000000	4.0000000
Q41DELTA	DELTA-DEVLP POS ORGAN CLIMAT	19	1.4736842	1.7438279	-1.0000000	5.0000000
Q42DELTA	DELTA-MOTIVATING PEOPLE	19	1.5263158	1.4669856	0	4.0000000
Q43DELTA	DELTA-EMPLY COORD MECHNSM	19	1.1578947	1.6419216	-2.0000000	4.0000000
Q44DELTA	DELTA-DEVLP SUBORDINATES	19	1.1052632	1.2864567	0	4.0000000
Q45DELTA	DELTA-UNDRSTND ROLE CO & XO	19	2.3157895	1.7337381	0	6.0000000
Q46DELTA	DELTA-PROM INNOVT & RISK BHVR	19	1.8947368	1.6962290	0	5.0000000
Q50DELTA	DELTA-MANAGE LABOR RELATIONS	19	3.8947368	4.4471012	0	8.0000000
Q51DELTA	DELTA-MANG MULTI-CULT DIVRSTY	19	1.7894737	1.8731716	-1.0000000	7.0000000

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DESIGNATOR = HCA

Variable    Label                           N      Mean        Std Dev      Minimum       Maximum
-----------------------------------------------------------------------------------------------------
Q35DELTA    DELTA-IMPOWR IND & WORK GRP     45    0.2222222    1.8694784    -5.0000000    5.0000000
Q37DELTA    DELTA-BUILDING TRUST            45    0.5111111    1.7005644    -4.0000000    4.0000000
Q38DELTA    DELTA-MANAGING CHANGE           45    0.7333333    1.4522709    -3.0000000    4.0000000
Q39DELTA    DELTA-MANAGING CONFLICT         45    0.8888889    1.8118577    -4.0000000    4.0000000
Q40DELTA    DELTA-BUILDING TEAMWORK         45    0.6888889    1.5929136    -3.0000000    4.0000000
Q41DELTA    DELTA-DEVLP POS ORGAN CLIMAT    45    0.6444444    1.6535850    -4.0000000    4.0000000
Q42DELTA    DELTA-MOTIVATING PEOPLE         45    0.7111111    1.7270866    -4.0000000    4.0000000
Q43DELTA    DELTA-EMPLY COORD MECHNSM       45    0.6666667    1.7580981    -4.0000000    4.0000000
Q44DELTA    DELTA-DEVLP SUBORDINATES        45    0.4222222    1.5881506    -4.0000000    4.0000000
Q45DELTA    DELTA-UNDRSTND ROLE CO & XO     45    0.0222222    2.0503757    -8.0000000    4.0000000
Q46DELTA    DELTA-PROM INNOV & RISK BHVR    45    0.3777778    1.5852859    -4.0000000    4.0000000
Q50DELTA    DELTA-MANAGE LABOR RELATIONS    45    0.3777778    2.8626822    -7.0000000    6.0000000
Q51DELTA    DELTA-MANG MULTI-CULT DIVRSTY   45   -0.3111111    2.3142073    -9.0000000    3.0000000
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DESIGNATOR = AH

Variable    Label                           N      Mean        Std Dev      Minimum       Maximum
-----------------------------------------------------------------------------------------------------
Q35DELTA    DELTA-IMPOWR IND & WORK GRP     14    1.1428571    1.5118579    -2.0000000    4.0000000
Q37DELTA    DELTA-BUILDING TRUST            14    1.1428571    1.7913099    -3.0000000    4.0000000
Q38DELTA    DELTA-MANAGING CHANGE           14    1.4285714    1.6508406    -1.0000000    5.0000000
Q39DELTA    DELTA-MANAGING CONFLICT         14    1.6428571    1.5984195     0            5.0000000
Q40DELTA    DELTA-BUILDING TEAMWORK         14    1.2142857    1.4238934     0            4.0000000
Q41DELTA    DELTA-DEVLP POS ORGAN CLIMAT    14    1.2657143    1.3827827     0            4.0000000
Q42DELTA    DELTA-MOTIVATING PEOPLE         14    1.2142857    1.4239934     0            4.0000000
Q43DELTA    DELTA-EMPLY COORD MECHNSM       14    1.3571429    1.4990840     0            5.0000000
Q44DELTA    DELTA-DEVLP SUBORDINATES        14    1.0000000    1.2403473    -1.0000000    4.0000000
Q45DELTA    DELTA-UNDRSTND ROLE CO & XO     14    1.5714286    2.3109867    -3.0000000    7.0000000
Q46DELTA    DELTA-PROM INNOV & RISK BHVR    14    1.5000000    1.7431183    -1.0000000    5.0000000
Q50DELTA    DELTA-MANAGE LABOR RELATIONS    14    1.7142857    2.9724005    -5.0000000    8.0000000
Q51DELTA    DELTA-MANG MULTI-CULT DIVRSTY   14    0.7857143    1.8050600    -1.0000000    6.0000000
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RANK = ' '

Variable    Label                           N      Mean        Std Dev      Minimum       Maximum
-----------------------------------------------------------------------------------------------------
Q35QUES     IMPOWR IND & WORK GRP/CUR        2    9.0000000    0            9.0000000     9.0000000
Q37QUES     BUILDING TRUST/CUR               2    9.0000000    0            9.0000000     9.0000000
Q38QUES     MANAGING CHANGE/CUR              2    8.5000000    0.7071068    8.0000000     9.0000000
Q39QUES     MANAGING CONFLICT/CUR            2    8.5000000    0.7071068    8.0000000     9.0000000
Q40QUES     BUILDING TEAMWORK/CUR            1    8.0000000    .            8.0000000     8.0000000
Q41QUES     DEVLP POS ORGAN CLIMAT/CUR       2    9.0000000    0            9.0000000     9.0000000
Q42QUES     MOTIVATING PEOPLE/CUR            2    9.0000000    0            9.0000000     9.0000000
Q43QUES     EMPLY COORD MECHNSM/CUR          2    8.5000000    0.7071068    8.0000000     9.0000000
Q44QUES     DEVLP SUBORDINATES/CUR           2    9.5000000    0.7071068    9.0000000    10.0000000
Q45QUES     UNDRSTND ROLE CO & XO/CUR        2    8.0000000    0            8.0000000     8.0000000
Q46QUES     PROM INNOV & RISK BHVR/CUR       2    7.5000000    0.7071068    7.0000000     8.0000000
Q50QUES     MANAGE LABOR RELATIONS/CUR       2    5.5000000    2.1213203    4.0000000     7.0000000
Q51QUES     MANG MULTI-CULT DIVRSTY/CUR      2    8.0000000    1.4142136    7.0000000     9.0000000
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RANK = CAPT

Variable    Label                           N      Mean        Std Dev      Minimum       Maximum
-----------------------------------------------------------------------------------------------------
Q35QUES     IMPOWR IND & WORK GRP/CUR      100    8.2900000    1.5261690    2.0000000    10.0000000
Q37QUES     BUILDING TRUST/CUR             100    8.6700000    1.2717204    5.0000000    10.0000000
Q38QUES     MANAGING CHANGE/CUR            100    8.3500000    1.3980806    3.0000000    10.0000000
Q39QUES     MANAGING CONFLICT/CUR          100    7.9500000    1.6166745    1.0000000    10.0000000
Q40QUES     BUILDING TEAMWORK/CUR          100    8.4800000    1.4104946    3.0000000    10.0000000
Q41QUES     DEVLP POS ORGAN CLIMAT/CUR     100    8.4300000    1.3503086    4.0000000    10.0000000
Q42QUES     MOTIVATING PEOPLE/CUR          100    8.3100000    1.3310207    4.0000000    10.0000000
Q43QUES     EMPLY COORD MECHNSM/CUR        100    7.7500000    1.4796601    4.0000000    10.0000000
Q44QUES     DEVLP SUBORDINATES/CUR         100    8.3800000    1.2535203    5.0000000    10.0000000
Q45QUES     UNDRSTND ROLE CO & XO/CUR      100    7.8400000    2.0681324    2.0000000    10.0000000
Q46QUES     PROM INNOV & RISK BHVR/CUR     100    8.0000000    1.6937198    2.0000000    10.0000000
Q50QUES     MANAGE LABOR RELATIONS/CUR      99    4.9797980    2.4988969    0            10.0000000
Q51QUES     MANG MULTI-CULT DIVRSTY/CUR    100    7.4700000    1.7023750    2.0000000    10.0000000
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RANK = CDR

Variable   Label                          N         Mean         Std Dev      Minimum       Maximum
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C35QUES    IMPOW IND & WORK GRP/CUR       53    7.8113208    1.5818271    3.0000000    10.0000000
C37QUES    BUILDING TRUST/CUR            53    8.4339623    1.3517714    5.0000000    10.0000000
C38QUES    MANAGING CHANGE/CUR           53    8.0000000    1.4544362    4.0000000    10.0000000
C39QUES    MANAGING CONFLICT/CUR         53    7.5660377    1.7376978    4.0000000    10.0000000
C40QUES    BUILDING TEAMWORK/CUR         53    8.2075472    1.5109662    5.0000000    10.0000000
C41QUES    DEVLP POS ORGAN CLIMAT/CUR    53    8.0000000    1.4005493    5.0000000    10.0000000
C42QUES    MOTIVATING PEOPLE/CUR         53    7.6037736    1.5730864    4.0000000    10.0000000
C43QUES    EMPLY COORD MECHNSM/CUR       53    7.3584906    1.7219660    3.0000000    10.0000000
C44QUES    DEVLP SUBORDINATES/CUR        53    7.9811321    1.5749306    3.0000000    10.0000000
C45QUES    UNDRSTND ROLE CO & XO/CUR     53    7.4716981    1.5640649    4.0000000    10.0000000
C46QUES    PROM INNOVT & RISK BHVR/CUR   53    7.4905660    1.5519546    4.0000000    10.0000000
C50QUES    MANAGE LABOR RELATIONS/CUR    53    8.4113208    2.7946144            0    10.0000000
C51QUES    MANG MULTI-CULT DIVRSTY/CUR   53    7.2075472    1.9646735    3.0000000    10.0000000
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RANK = LCDR

Variable   Label                          N         Mean         Std Dev      Minimum       Maximum
---------------------------------------------------------------------------------------------------
C35QUES    IMPOW IND & WORK GRP/CUR       42    7.8809524    1.9779563    2.0000000    10.0000000
C37QUES    BUILDING TRUST/CUR            42    8.6666667    1.3733823    4.0000000    10.0000000
C38QUES    MANAGING CHANGE/CUR           42    8.4047619    1.4323701    4.0000000    10.0000000
C39QUES    MANAGING CONFLICT/CUR         42    8.2380952    1.4450846    4.0000000    10.0000000
C40QUES    BUILDING TEAMWORK/CUR         42    8.3571429    1.5273351    4.0000000    10.0000000
C41QUES    DEVLP POS ORGAN CLIMAT/CUR    42    8.3809524    1.4808103    4.0000000    10.0000000
C42QUES    MOTIVATING PEOPLE/CUR         42    8.2857143    1.5187561    4.0000000    10.0000000
C43QUES    EMPLY COORD MECHNSM/CUR       42    7.2619048    1.6683499    4.0000000    10.0000000
C44QUES    DEVLP SUBORDINATES/CUR        42    8.2142857    1.4572897    5.0000000    10.0000000
C45QUES    UNDRSTND ROLE CO & XO/CUR     42    7.5000000    2.1780501            0    10.0000000
C46QUES    PROM INNOVT & RISK BHVR/CUR   42    7.7619048    1.7223003    3.0000000    10.0000000
C50QUES    MANAGE LABOR RELATIONS/CUR    42    4.9285714    2.7085489            0    10.0000000
C51QUES    MANG MULTI-CULT DIVRSTY/CUR   42    7.2857143    2.0276830    2.0000000    10.0000000
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RANK = OTHER

Variable   Label                          N         Mean         Std Dev      Minimum       Maximum
---------------------------------------------------------------------------------------------------
C35QUES    IMPOW IND & WORK GRP/CUR       10    7.3000000    2.0027759    3.0000000    10.0000000
C37QUES    BUILDING TRUST/CUR            10    7.8000000    1.2292726    6.0000000    10.0000000
C38QUES    MANAGING CHANGE/CUR           10    7.2000000    1.4757296    5.0000000     9.0000000
C39QUES    MANAGING CONFLICT/CUR         10    6.9000000    1.3703203    5.0000000     9.0000000
C40QUES    BUILDING TEAMWORK/CUR         10    7.3000000    1.3374935    5.0000000     9.0000000
C41QUES    DEVLP POS ORGAN CLIMAT/CUR    10    7.5000000    1.5811388    5.0000000     9.0000000
C42QUES    MOTIVATING PEOPLE/CUR         10    7.5000000    1.4337209    5.0000000     9.0000000
C43QUES    EMPLY COORD MECHNSM/CUR       10    6.3000000    1.7029386    4.0000000     9.0000000
C44QUES    DEVLP SUBORDINATES/CUR        10    7.6000000    1.2649111    6.0000000     9.0000000
C45QUES    UNDRSTND ROLE CO & XO/CUR     10    7.3000000    2.3118055    3.0000000    10.0000000
C46QUES    PROM INNOVT & RISK BHVR/CUR   10    6.6000000    1.6465252    4.0000000     9.0000000
C50QUES    MANAGE LABOR RELATIONS/CUR    10    4.3000000    2.2135944    1.0000000     7.0000000
C51QUES    MANG MULTI-CULT DIVRSTY/CUR   10    6.0000000    1.8856181    3.0000000     9.0000000
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RANK = ' '

Variable   Label                          N         Mean         Std Dev      Minimum       Maximum
---------------------------------------------------------------------------------------------------
R35QUES    IMPOW IND & WORK GRP/REQ       2   10.0000000            0   10.0000000    10.0000000
R37QUES    BUILDING TRUST/REQ            2   10.0000000            0   10.0000000    10.0000000
R38QUES    MANAGING CHANGE/REQ           2   10.0000000            0   10.0000000    10.0000000
R39QUES    MANAGING CONFLICT/REQ         2   10.0000000            0   10.0000000    10.0000000
R40QUES    BUILDING TEAMWORK/REQ         1   10.0000000            .   10.0000000    10.0000000
R41QUES    DEVLP POS ORGAN CLIMAT/REQ    2   10.0000000            0   10.0000000    10.0000000
R42QUES    MOTIVATING PEOPLE/REQ         2   10.0000000            0   10.0000000    10.0000000
R43QUES    EMPLY COORD MECHNSM/REQ       2   10.0000000            0   10.0000000    10.0000000
R44QUES    DEVLP SUBORDINATES/REQ        2   10.0000000            0   10.0000000    10.0000000
R45QUES    UNDRSTND ROLE CO & XO/REQ     2    9.5000000    0.7071068    9.0000000    10.0000000
R46QUES    PROM INNOVT & RISK BHVR/REQ   2    9.5000000    0.7071068    9.0000000    10.0000000
R50QUES    MANAGE LABOR RELATIONS/REQ    2    7.5000000    0.7071068    7.0000000     8.0000000
R51QUES    MANG MULTI-CULT DIVRSTY/REQ   2    8.5000000    2.1213203    7.0000000    10.0000000
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RANK = CAPT

Variable  Label                          N        Mean        Std Dev       Minimum       Maximum
--------------------------------------------------------------------------------------------------
R35QUES   IMPOWR IND & WORK GRP/REQ      100    8.9800000    1.2631530     2.0000000    10.0000000
R37QUES   BUILDING TRUST/REQ            100    9.3900000    0.9733313     5.0000000    10.0000000
R38QUES   MANAGING CHANGE/REQ           100    9.2300000    0.9729161     6.0000000    10.0000000
R39QUES   MANAGING CONFLICT/REQ         100    9.1400000    1.1978094     4.0000000    10.0000000
R40QUES   BUILDING TEAMWORK/REQ         100    9.3300000    1.0546195     5.0000000    10.0000000
R41QUES   DEVLP POS ORGAN CLIMAT/REQ    100    9.3700000    0.9811867     6.0000000    10.0000000
R42QUES   MOTIVATING PEOPLE/REQ         100    9.3400000    1.0657193     6.0000000    10.0000000
R43QUES   EMPLY COORD MECHNSM/REQ       100    8.7500000    1.2663078     3.0000000    10.0000000
R44QUES   DEVLP SUBORDINATES/REQ        100    9.1500000    1.2091820     4.0000000    10.0000000
R45QUES   UNDRSTND ROLE CO & XO/REQ     100    9.1000000    1.3889899     3.0000000    10.0000000
R46QUES   PROM INNOVT & RISK BHVR/REQ   100    8.9800000    1.2413743     5.0000000    10.0000000
R50QUES   MANAGE LABOR RELATIONS/REQ     99    7.1515152    2.4717326     0           10.0000000
R51QUES   MANG MULTI-CULT DIVRSTY/REQ   100    8.2200000    1.8509075     0           10.0000000
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RANK = CDR

Variable  Label                          N        Mean        Std Dev       Minimum       Maximum
--------------------------------------------------------------------------------------------------
R35QUES   IMPOWR IND & WORK GRP/REQ      53    8.7735849    1.6829634     3.0000000    10.0000000
R37QUES   BUILDING TRUST/REQ            53    9.3018868    1.1021815     5.0000000    10.0000000
R38QUES   MANAGING CHANGE/REQ           53    9.1886792    0.9816901     7.0000000    10.0000000
R39QUES   MANAGING CONFLICT/REQ         53    9.2264151    1.0677350     6.0000000    10.0000000
R40QUES   BUILDING TEAMWORK/REQ         53    9.2641509    1.1460793     4.0000000    10.0000000
R41QUES   DEVLP POS ORGAN CLIMAT/REQ    53    9.2641509    1.3466617     3.0000000    10.0000000
R42QUES   MOTIVATING PEOPLE/REQ         53    9.1320755    1.6295084     2.0000000    10.0000000
R43QUES   EMPLY COORD MECHNSM/REQ       53    8.4339623    1.5505512     2.0000000    10.0000000
R44QUES   DEVLP SUBORDINATES/REQ        53    9.1886792    1.3309425     4.0000000    10.0000000
R45QUES   UNDRSTND ROLE CO & XO/REQ     53    9.9245283    1.8171095     2.0000000    10.0000000
R46QUES   PROM INNOVT & RISK BHVR/REQ   53    8.6037736    1.3775623     4.0000000    10.0000000
R50QUES   MANAGE LABOR RELATIONS/REQ    53    7.1509434    2.6558805     0           10.0000000
R51QUES   MANG MULTI-CULT DIVRSTY/REQ   53    7.6981132    2.5614367     0           10.0000000
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RANK = LCDR

Variable  Label                          N        Mean        Std Dev       Minimum       Maximum
--------------------------------------------------------------------------------------------------
R35QUES   IMPOWR IND & WORK GRP/REQ      41    8.7560976    1.5776642     3.0000000    10.0000000
R37QUES   BUILDING TRUST/REQ            41    9.3658537    1.1780513     5.0000000    10.0000000
R38QUES   MANAGING CHANGE/REQ           41    9.2439024    1.1785688     6.0000000    10.0000000
R39QUES   MANAGING CONFLICT/REQ         41    9.3170732    0.0109160     7.0000000    10.0000000
R40QUES   BUILDING TEAMWORK/REQ         41    9.1951220    1.1666086     6.0000000    10.0000000
R41QUES   DEVLP POS ORGAN CLIMAT/REQ    41    9.3902439    0.9186416     7.0000000    10.0000000
R42QUES   MOTIVATING PEOPLE/REQ         41    9.3902439    0.9969466     6.0000000    10.0000000
R43QUES   EMPLY COORD MECHNSM/REQ       41    8.6341463    1.3566352     5.0000000    10.0000000
R44QUES   DEVLP SUBORDINATES/REQ        41    9.0731707    1.0580700     7.0000000    10.0000000
R45QUES   UNDRSTND ROLE CO & XO/REQ     41    9.0243902    1.0836929     6.0000000    10.0000000
R46QUES   PROM INNOVT & RISK BHVR/REQ   41    8.6097561    1.3579037     5.0000000    10.0000000
R50QUES   MANAGE LABOR RELATIONS/REQ    41    7.3170732    2.0789303     0           10.0000000
R51QUES   MANG MULTI-CULT DIVRSTY/REQ   41    7.5365854    2.3140609     0           10.0000000
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RANK = OTHER

Variable  Label                          N        Mean        Std Dev       Minimum       Maximum
--------------------------------------------------------------------------------------------------
R35QUES   IMPOWR IND & WORK GRP/REQ      10    8.3000000    1.4181365     6.0000000    10.0000000
R37QUES   BUILDING TRUST/REQ            10    8.2000000    1.3165612     6.0000000    10.0000000
R38QUES   MANAGING CHANGE/REQ           10    8.3000000    1.2516656     6.0000000    10.0000000
R39QUES   MANAGING CONFLICT/REQ         10    8.2000000    1.2292726     6.0000000    10.0000000
R40QUES   BUILDING TEAMWORK/REQ         10    8.4000000    1.0749677     7.0000000    10.0000000
R41QUES   DEVLP POS ORGAN CLIMAT/REQ    10    8.6000000    0.9660918     7.0000000    10.0000000
R42QUES   MOTIVATING PEOPLE/REQ         10    8.5000000    1.0801234     7.0000000    10.0000000
R43QUES   EMPLY COORD MECHNSM/REQ       10    7.9000000    1.1972190     6.0000000    10.0000000
R44QUES   DEVLP SUBORDINATES/REQ        10    8.2000000    0.9189366     7.0000000    10.0000000
R45QUES   UNDRSTND ROLE CO & XO/REQ     10    8.3000000    1.6363917     5.0000000    10.0000000
R46QUES   PROM INNOVT & RISK BHVR/REQ   10    7.7000000    1.0593499     6.0000000     9.0000000
R50QUES   MANAGE LABOR RELATIONS/REQ    10    7.6000000    1.8973666     4.0000000    10.0000000
R51QUES   MANG MULTI-CULT DIVRSTY/REQ   10    8.0000000    1.3333333     5.0000000     9.0000000
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RANK = ' '

Variable   Label                            N      Mean        Std Dev      Minimum      Maximum
-------------------------------------------------------------------------------------------------
Q35DELTA   DELTA-IMPOWR IND & WORK GRP       2   1.0000000            0    1.0000000    1.000000
Q37DELTA   DELTA-BUILDING TRUST              2   1.0000000            0    1.0000000    1.000000
Q38DELTA   DELTA-MANAGING CHANGE             2   1.5000000    0.7071068    1.0000000    2.000000
Q39DELTA   DELTA-MANAGING CONFLICT           2   1.5000000    0.7071068    1.0000000    2.000000
Q40DELTA   DELTA-BUILDING TEAMWORK           1   2.0000000            .    2.0000000    2.000000
Q41DELTA   DELTA-DEVLP POS ORGAN CLIMAT      2   1.0000000            0    1.0000000    1.000000
Q42DELTA   DELTA-MOTIVATING PEOPLE           2   1.0000000            0    1.0000000    1.000000
Q43DELTA   DELTA-EMPLY COORD MECHNSM         2   1.5000000    0.7071068    1.0000000    2.000000
Q44DELTA   DELTA-DEVLP SUBORDINATES          2   0.5000000    0.7071068    0            1.000000
Q45DELTA   DELTA-UNDRSTND ROLE CO & XO       2   1.5000000    0.7071068    1.0000000    2.000000
Q46DELTA   DELTA-PROM INNOVT & RISK BHVR     2   2.0000000            0    2.0000000    2.000000
Q50DELTA   DELTA-MANAGE LABOR RELATIONS      2   2.0000000    1.4142136    1.0000000    3.000000
Q51DELTA   DELTA-MANG MULTI-CULT DIVRSTY     2   0.5000000    0.7071068    0            1.000000
-------------------------------------------------------------------------------------------------

RANK = CAPT

Variable   Label                            N      Mean        Std Dev      Minimum      Maximum
-------------------------------------------------------------------------------------------------
Q35DELTA   DELTA-IMPOWR IND & WORK GRP     100   0.6900000    1.4681466   -4.0000000    5.000000
Q37DELTA   DELTA-BUILDING TRUST            100   0.7200000    1.3032981   -4.0000000    4.000000
Q38DELTA   DELTA-MANAGING CHANGE           100   0.8800000    1.4993601   -4.0000000    4.000000
Q39DELTA   DELTA-MANAGING CONFLICT         100   1.1900000    1.8732298   -4.0000000    9.000000
Q40DELTA   DELTA-BUILDING TEAMWORK         100   0.8500000    1.5500000   -3.0000000    6.000000
Q41DELTA   DELTA-DEVLP POS ORGAN CLIMAT    100   0.9400000    1.4129273   -4.0000000    4.000000
Q42DELTA   DELTA-MOTIVATING PEOPLE         100   1.0300000    1.5534582   -4.0000000    6.000000
Q43DELTA   DELTA-EMPLY COORD MECHNSM       100   0.7700000    1.4779979   -4.0000000    5.000000
Q44DELTA   DELTA-DEVLP SUBORDINATES        100   0.7700000    1.4897291   -5.0000000    5.000000
Q45DELTA   DELTA-UNDRSTND ROLE CO & XO     100   1.2600000    2.1111536   -6.0000000    8.000000
Q46DELTA   DELTA-PROM INNOVT & RISK BHVR   100   0.8800000    1.6160808   -4.0000000    6.000000
Q50DELTA   DELTA-MANAGE LABOR RELATIONS     99   2.1717172    2.8786349   -5.0000000    7.000000
Q51DELTA   DELTA-MANG MULTI-CULT DIVRSTY   100   0.7500000    1.8982980   -9.0000000    6.000000
-------------------------------------------------------------------------------------------------

RANK = CDR

Variable   Label                            N      Mean        Std Dev      Minimum      Maximum
-------------------------------------------------------------------------------------------------
Q35DELTA   DELTA-IMPOWR IND & WORK GRP      53   0.9622642    2.1480068   -5.0000000    7.000000
Q37DELTA   DELTA-BUILDING TRUST             53   0.8679245    1.5446899   -4.0000000    4.000000
Q38DELTA   DELTA-MANAGING CHANGE            53   1.1886792    1.5071191   -2.0000000    6.000000
Q39DELTA   DELTA-MANAGING CONFLICT          53   1.6603774    1.8296544   -3.0000000    5.000000
Q40DELTA   DELTA-BUILDING TEAMWORK          53   1.0566038    1.7476918   -3.0000000    5.000000
Q41DELTA   DELTA-DEVLP POS ORGAN CLIMAT     53   1.2641509    1.8413096   -4.0000000    5.000000
Q42DELTA   DELTA-MOTIVATING PEOPLE          53   1.5283019    1.7824332   -4.0000000    5.000000
Q43DELTA   DELTA-EMPLY COORD MECHNSM        53   1.0754717    2.1108607   -4.0000000    6.000000
Q44DELTA   DELTA-DEVLP SUBORDINATES         53   1.2075472    1.4551685   -4.0000000    5.000000
Q45DELTA   DELTA-UNDRSTND ROLE CO & XO      53   1.4528302    2.3904239   -8.0000000    6.000000
Q46DELTA   DELTA-PROM INNOVT & RISK BHVR    53   1.1132075    1.7503887   -4.0000000    5.000000
Q50DELTA   DELTA-MANAGE LABOR RELATIONS     53   2.3396226    3.2695765   -7.0000000    9.000000
Q51DELTA   DELTA-MANG MULTI-CULT DIVRSTY    53   0.4905660    2.5915739   -9.0000000    7.000000
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RANK = LCDR

Variable   Label                            N      Mean        Std Dev      Minimum      Maximum
-------------------------------------------------------------------------------------------------
Q35DELTA   DELTA-IMPOWR IND & WORK GRP      41   0.9268293    1.6791403   -2.0000000    5.000000
Q37DELTA   DELTA-BUILDING TRUST             41   0.7317073    1.1624197   -2.0000000    4.000000
Q38DELTA   DELTA-MANAGING CHANGE            41   0.8780488    2.2082037   -3.0000000    4.000000
Q39DELTA   DELTA-MANAGING CONFLICT          41   1.1219512    1.3819393   -2.0000000    5.000000
Q40DELTA   DELTA-BUILDING TEAMWORK          41   0.8780488    1.2883152   -2.0000000    4.000000
Q41DELTA   DELTA-DEVLP POS ORGAN CLIMAT     41   1.0487805    1.3592502   -2.0000000    4.000000
Q42DELTA   DELTA-MOTIVATING PEOPLE          41   1.1463415    1.5257945   -2.0000000    5.000000
Q43DELTA   DELTA-EMPLY COORD MECHNSM        41   1.4390244    1.7327548   -2.0000000    5.000000
Q44DELTA   DELTA-DEVLP SUBORDINATES         41   0.9024390    1.5460414   -2.0000000    5.000000
Q45DELTA   DELTA-UNDRSTND ROLE CO & XO      41   1.5853659    2.3357953   -2.0000000   10.000000
Q46DELTA   DELTA-PROM INNOVT & RISK BHVR    41   0.9024390    1.5297856   -2.0000000    4.000000
Q50DELTA   DELTA-MANAGE LABOR RELATIONS     41   2.5121951    2.9759196   -6.0000000    9.000000
Q51DELTA   DELTA-MANG MULTI-CULT DIVRSTY    41   0.3170732    3.1698664   -5.0000000    4.000000
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RANK = OTHER

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
Q35DELTA	DELTA-IMPOWR IND & WORK GRP	10	1.0000000	2.4037009	-2.0000000	5.0000000
Q37DELTA	DELTA-BUILDING TRUST	10	0.4000000	2.1186998	-3.0000000	4.0000000
Q38DELTA	DELTA-MANAGING CHANGE	10	1.1000000	2.2335821	-1.0000000	5.0000000
Q39DELTA	DELTA-MANAGING CONFLICT	10	1.3000000	2.0027759	-1.0000000	5.0000000
Q40DELTA	DELTA-BUILDING TEAMWORK	10	1.1000000	1.8529256	-2.0000000	4.0000000
Q41DELTA	DELTA-DEVLP POS ORGAN CLIMAT	10	1.1000000	2.0248457	-2.0000000	4.0000000
Q42DELTA	DELTA-MOTIVATING PEOPLE	10	1.0000000	1.8257419	-2.0000000	4.0000000
Q43DELTA	DELTA-EMPLY COORD MECHSM	10	1.6000000	2.2705848	-2.0000000	5.0000000
Q44DELTA	DELTA-DEVLP SUBORDINATES	10	0.6000000	1.8378712	-2.0000000	4.0000000
Q45DELTA	DELTA-UNDRSTND ROLE CO & XO	10	1.0000000	3.0550505	-3.0000000	7.0000000
Q46DELTA	DELTA-PROM INNOVT & RISK BHVR	10	1.1000000	1.8529256	-3.0000000	5.0000000
Q50DELTA	DELTA-MANAGE LABOR RELATIONS	10	3.3000000	3.0930029	-1.0000000	8.0000000
Q51DELTA	DELTA-MANG MULTI-CULT DIVRSTY	10	2.0000000	2.3094011	0	6.0000000

POSITION = CO

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
C35QUES	IMPOWR IND & WORK GRP/CUR	28	8.6071429	1.2274420	6.0000000	10.0000000
C37QUES	BUILDING TRUST/CUR	28	8.8571429	1.4594194	5.0000000	10.0000000
C38QUES	MANAGING CHANGE/CUR	28	8.5714286	1.5013222	3.0000000	10.0000000
C39QUES	MANAGING CONFLICT/CUR	28	7.9285714	1.9231258	3.0000000	10.0000000
C40QUES	BUILDING TEAMWORK/CUR	28	8.5714286	1.4764465	5.0000000	10.0000000
C41QUES	DEVLP POS ORGAN CLIMAT/CUR	28	8.5714286	1.5969548	5.0000000	10.0000000
C42QUES	MOTIVATING PEOPLE/CUR	28	8.0357143	1.6662698	4.0000000	10.0000000
C43QUES	EMPLY COORD MECHNSM/CUR	28	7.1428571	1.8024087	4.0000000	10.0000000
C44QUES	DEVLP SUBORDINATES/CUR	28	8.5714286	1.3173647	6.0000000	10.0000000
C45QUES	UNDRSTND ROLE CO & XO/CUR	28	8.5000000	1.8559215	2.0000000	10.0000000
C46QUES	PROM INNOVT & RISK BHVR/CUR	28	8.0000000	1.6555183	4.0000000	10.0000000
C50QUES	MANAGE LABOR RELATIONS/CUR	27	5.1851852	3.0260032	0	10.0000000
C51QUES	MANG MULTI-CULT DIVRSTY/CUR	28	7.3214286	2.0737079	2.0000000	10.0000000

POSITION = XO

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
C35QUES	IMPOWR IND & WORK GRP/CUR	31	8.2903226	1.2163757	5.0000000	10.0000000
C37QUES	BUILDING TRUST/CUR	31	8.7741935	1.0865750	6.0000000	10.0000000
C38QUES	MANAGING CHANGE/CUR	31	8.3225806	1.0766335	6.0000000	10.0000000
C39QUES	MANAGING CONFLICT/CUR	31	8.2258065	1.3834661	5.0000000	10.0000000
C40QUES	BUILDING TEAMWORK/CUR	31	8.5483871	1.2339289	6.0000000	10.0000000
C41QUES	DEVLP POS ORGAN CLIMAT/CUR	31	8.5161290	1.0915117	6.0000000	10.0000000
C42QUES	MOTIVATING PEOPLE/CUR	31	8.1612903	1.4628004	4.0000000	10.0000000
C43QUES	EMPLY COORD MECHNSM/CUR	31	7.6774194	1.2216682	5.0000000	10.0000000
C44QUES	DEVLP SUBORDINATES/CUR	31	8.1612903	1.2934907	5.0000000	10.0000000
C45QUES	UNDRSTND ROLE CO & XO/CUR	31	8.4516129	1.0275768	6.0000000	10.0000000
C46QUES	PROM INNOVT & RISK BHVR/CUR	31	8.0967742	1.6402203	4.0000000	10.0000000
C50QUES	MANAGE LABOR RELATIONS/CUR	31	5.3870968	2.4586910	0	10.0000000
C51QUES	MANG MULTI-CULT DIVRSTY/CUR	31	8.0000000	1.4605935	5.0000000	10.0000000

POSITION = DH

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
C35QUES	IMPOWR IND & WORK GRP/CUR	25	7.7200000	1.7682383	3.0000000	10.0000000
C37QUES	BUILDING TRUST/CUR	25	8.4000000	1.3844373	5.0000000	10.0000000
C38QUES	MANAGING CHANGE/CUR	25	8.0400000	1.3686977	3.0000000	10.0000000
C39QUES	MANAGING CONFLICT/CUR	25	7.3200000	2.0155180	1.0000000	10.0000000
C40QUES	BUILDING TEAMWORK/CUR	25	8.3600000	1.4685594	4.0000000	10.0000000
C41QUES	DEVLP POS ORGAN CLIMAT/CUR	25	8.0800000	1.4696934	4.0000000	10.0000000
C42QUES	MOTIVATING PEOPLE/CUR	25	8.0000000	1.4433757	5.0000000	10.0000000
C43QUES	EMPLY COORD MECHNSM/CUR	25	7.0400000	1.6451950	3.0000000	10.0000000
C44QUES	DEVLP SUBORDINATES/CUR	25	8.2400000	1.0519823	6.0000000	10.0000000
C45QUES	UNDRSTND ROLE CO & XO/CUR	25	6.5200000	2.6789301	0	10.0000000
C46QUES	PROM INNOVT & RISK BHVR/CUR	25	7.6000000	1.8484228	2.0000000	10.0000000
C50QUES	MANAGE LABOR RELATIONS/CUR	25	4.0800000	1.9983326	0	7.0000000
C51QUES	MANG MULTI-CULT DIVRSTY/CUR	25	7.2400000	1.6653328	4.0000000	10.0000000

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POSITION = OPS

Variable   Label                         N        Mean        Std Dev       Minimum       Maximum
-------------------------------------------------------------------------------------------------
C35QUES    IMPOW IND & WORK GRP/CUR       5     5.8000000     2.4893799     2.0000000     9.0000000
C37QUES    BUILDING TRUST/CUR            5     8.6000000     1.1401754     7.0000000    10.0000000
C38QUES    MANAGING CHANGE/CUR           5     7.6000000     1.6733201     5.0000000     9.0000000
C39QUES    MANAGING CONFLICT/CUR         5     7.6000000     1.1401754     6.0000000     9.0000000
C40QUES    BUILDING TEAMWORK/CUR         5     7.4000000     2.7018512     3.0000000    10.0000000
C41QUES    DEVLP POS ORGAN CLIMAT/CUR    5     7.6000000     1.1401754     6.0000000     9.0000000
C42QUES    MOTIVATING PEOPLE/CUR         5     7.8000000     1.6431677     6.0000000     9.0000000
C43QUES    EMPLY COORD MECHNSM/CUR       5     6.6000000     1.6733201     4.0000000     8.0000000
C44QUES    DEVLP SUBORDINATES/CUR        5     8.2000000     1.7888544     6.0000000    10.0000000
C45QUES    UNDRSTND ROLE CO & XO/CUR     5     5.4000000     2.3021729     3.0000000     8.0000000
C46QUES    PROM INNOVT & RISK BHVR/CUR   5     6.4000000     1.5165751     5.0000000     8.0000000
C50QUES    MANAGE LABOR RELATIONS/CUR    5     1.8000000     0.8366600     1.0000000     3.0000000
C51QUES    MANG MULTI-CULT DIVRSTY/CUR   5     6.2000000     1.9235384     4.0000000     9.0000000


POSITION = DIR

Variable   Label                         N        Mean        Std Dev       Minimum       Maximum
-------------------------------------------------------------------------------------------------
C35QUES    IMPOW IND & WORK GRP/CUR      76     7.8157895     1.8163005     2.0000000    10.0000000
C37QUES    BUILDING TRUST/CUR           76     8.2894737     1.4218841     4.0000000    10.0000000
C38QUES    MANAGING CHANGE/CUR          76     8.0263158     1.5229242     4.0000000    10.0000000
C39QUES    MANAGING CONFLICT/CUR        76     8.0684211     1.5261464     4.0000000    10.0000000
C40QUES    BUILDING TEAMWORK/CUR        76     8.0526316     1.5654157     4.0000000    10.0000000
C41QUES    DEVLP POS ORGAN CLIMAT/CUR   76     8.0131579     1.5619938     4.0000000    10.0000000
C42QUES    MOTIVATING PEOPLE/CUR        76     7.9736842     1.4964285     4.0000000    10.0000000
C43QUES    EMPLY COORD MECHNSM/CUR      76     7.4210526     1.6754156     3.0000000    10.0000000
C44QUES    DEVLP SUBORDINATES/CUR       76     8.0789474     1.5122888     3.0000000    10.0000000
C45QUES    UNDRSTND ROLE CO & XO/CUR    76     6.7710526     1.5865111     2.0000000    10.0000000
C46QUES    PROM INNOVT & RISK BHVR/CUR  76     7.5657895     1.7236634     3.0000000    10.0000000
C50QUES    MANAGE LABOR RELATIONS/CUR   76     5.1578947     2.6384472             0    10.0000000
C51QUES    MANG MULTI-CULT DIVRSTY/CUR  76     7.0921053     1.9608001     2.0000000    10.0000000


POSITION = OTHER

Variable   Label                         N        Mean        Std Dev       Minimum       Maximum
-------------------------------------------------------------------------------------------------
C35QUES    IMPOW IND & WORK GRP/CUR     42     8.3571429     1.5273351     2.0000000    10.0000000
C37QUES    BUILDING TRUST/CUR          42     8.8333333     1.0573014     6.0000000    10.0000000
C38QUES    MANAGING CHANGE/CUR         42     8.4285714     1.4337884     4.0000000    10.0000000
C39QUES    MANAGING CONFLICT/CUR       42     7.9047619     1.4948615     4.0000000    10.0000000
C40QUES    BUILDING TEAMWORK/CUR       41     8.5853659     1.1827005     6.0000000    10.0000000
C41QUES    DEVLP POS ORGAN CLIMAT/CUR  42     8.5476190     1.0865560     6.0000000    10.0000000
C42QUES    MOTIVATING PEOPLE/CUR       42     8.3809524     1.2869397     4.0000000    10.0000000
C43QUES    EMPLY COORD MECHNSM/CUR     42     7.6904762     1.6001234     4.0000000    10.0000000
C44QUES    DEVLP SUBORDINATES/CUR      42     8.2619048     1.4492980     5.0000000    10.0000000
C45QUES    UNDRSTND ROLE CO & XO/CUR   42     7.4047619     2.1759161     2.0000000    10.0000000
C46QUES    PROM INNOVT & RISK BHVR/CUR 42     7.9047619     1.4948615     4.0000000    10.0000000
C50QUES    MANAGE LABOR RELATIONS/CUR  42     4.7380952     2.4797671             0    10.0000000
C51QUES    MANG MULTI-CULT DIVRSTY/CUR 42     7.3095238     1.8278082     2.0000000    10.0000000


POSITION = CO

Variable   Label                         N        Mean        Std Dev       Minimum       Maximum
-------------------------------------------------------------------------------------------------
R35QUES    IMPOW IND & WORK GRP/REQ     28     9.0714286     1.0862293     6.0000000    10.0000000
R37QUES    BUILDING TRUST/REQ          28     9.5357143     0.8380817     7.0000000    10.0000000
R38QUES    MANAGING CHANGE/REQ         28     9.3214286     0.9048663     7.0000000    10.0000000
R39QUES    MANAGING CONFLICT/REQ       28     9.2500000     0.8871511     7.0000000    10.0000000
R40QUES    BUILDING TEAMWORK/REQ       28     8.3928571     1.0306160     6.0000000    10.0000000
R41QUES    DEVLP POS ORGAN CLIMAT/REQ  28     9.5000000     0.7934920     7.0000000    10.0000000
R42QUES    MOTIVATING PEOPLE/REQ       28     9.2142857     1.4493202     4.0000000    10.0000000
R43QUES    EMPLY COORD MECHNSM/REQ     28     8.2500000     1.4561492     4.0000000    10.0000000
R44QUES    DEVLP SUBORDINATES/REQ      28     9.2500000     1.0641190     7.0000000    10.0000000
R45QUES    UNDRSTND ROLE CO & XO/REQ   28     9.2857143     1.0837921     6.0000000    10.0000000
R46QUES    PROM INNOVT & RISK BHVR/REQ 28     8.6785714     1.3622849     6.0000000    10.0000000
R50QUES    MANAGE LABOR RELATIONS/REQ  27     6.7777778     2.4072540             0    10.0000000
R51QUES    MANG MULTI-CULT DIVRSTY/REQ 28     7.8214286     2.0737073     1.0000000    10.0000000
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POSITION = XO

Variable  Label                         N        Mean        Std Dev      Minimum      Maximum

R35QUES   IMPOW IND & WORK GRP/REQ      31    9.1935484    1.1081322    6.0000000    10.0000000
R37QUES   BUILDING TRUST/REQ           31    9.6129032    1.0543325    5.0000000    10.0000000
R38QUES   MANAGING CHANGE/REQ          31    9.4193548    0.9582690    6.0000000    10.0000000
R39QUES   MANAGING CONFLICT/REQ        31    9.3870968    0.9548368    6.0000000    10.0000000
R40QUES   BUILDING TEAMWORK/REQ        31    9.6451613    0.8774352    6.0000000    10.0000000
R41QUES   DEVLP POS ORGAN CLIMAT/REQ   31    9.6451613    0.8385856    6.0000000    10.0000000
R42QUES   MOTIVATING PEOPLE/REQ        31    9.5161290    0.9263177    6.0000000    10.0000000
R43QUES   EMPLY COORD MECHNSM/REQ      31    8.8387097    1.2137208    5.0000000    10.0000000
R44QUES   DEVLP SUBORDINATES/REQ       31    9.4516129    0.9605106    7.0000000    10.0000000
R45QUES   UNDRSTND ROLE CO & XO/REQ    31    9.7419355    0.6815542    8.0000000    10.0000000
R46QUES   FROM INNOVT & RISK BHVR/REQ  31    9.0645161    0.9684632    7.0000000    10.0000000
R50QUES   MANAGE LABOR RELATIONS/REQ   31    7.4193548    1.7082973    2.0000000    10.0000000
R51QUES   MANG MULTI-CULT DIVRSTY/REQ  31    8.2903226    1.8109583    2.0000000    10.0000000
-------------------------------------------------------------------------------------------------
POSITION = DH

Variable  Label                         N        Mean        Std Dev      Minimum      Maximum

R35QUES   IMPOW IND & WORK GRP/REQ      25    8.4400000    1.6852300    3.0000000    10.0000000
R37QUES   BUILDING TRUST/REQ           25    9.1200000    1.0132456    7.0000000    10.0000000
R38QUES   MANAGING CHANGE/REQ          25    9.6000000    0.9345231    7.0000000    10.0000000
R39QUES   MANAGING CONFLICT/REQ        25    8.9600000    1.0198039    7.0000000    10.0000000
R40QUES   BUILDING TEAMWORK/REQ        25    9.2400000    0.9695360    7.0000000    10.0000000
R41QUES   DEVLP POS ORGAN CLIMAT/REQ   25    9.9200000    0.6309506    3.0000000    10.0000000
R42QUES   MOTIVATING PEOPLE/REQ        25    9.2000000    0.6408330    6.0000000    10.0000000
R43QUES   EMPLY COORD MECHNSM/REQ      25    8.4000000    1.1902381    6.0000000    10.0000000
R44QUES   DEVLP SUBORDINATES/REQ       25    9.9200000    1.1474342    5.0000000    10.0000000
R45QUES   UNDRSTND ROLE CO & XO/REQ    25    8.6000000    1.8708287    2.0000000    10.0000000
R46QUES   FROM INNOVT & RISK BHVR/REQ  25    8.4800000    1.2288206    6.0000000    10.0000000
R50QUES   MANAGE LABOR RELATIONS/REQ   25    6.7600000    3.0588669            0    10.0000000
R51QUES   MANG MULTI-CULT DIVRSTY/REQ  25    7.8400000    2.2113344            0    10.0000000
-------------------------------------------------------------------------------------------------
POSITION = OPS

Variable  Label                         N        Mean        Std Dev      Minimum      Maximum

R35QUES   IMPOW IND & WORK GRP/REQ       5    8.2000000    3.4928498    2.0000000    10.0000000
R37QUES   BUILDING TRUST/REQ            5    9.0000000    1.2247449    7.0000000    10.0000000
R38QUES   MANAGING CHANGE/REQ           5    9.0000000    0.5477226    9.0000000    10.0000000
R39QUES   MANAGING CONFLICT/REQ         5    8.8000000    2.1679483    5.0000000    10.0000000
R40QUES   BUILDING TEAMWORK/REQ         5    8.6000000    2.0736441    5.0000000    10.0000000
R41QUES   DEVLP POS ORGAN CLIMAT/REQ    5    9.8000000    0.4472136    9.0000000    10.0000000
R42QUES   MOTIVATING PEOPLE/REQ         5    9.8000000    0.4472136    9.0000000    10.0000000
R43QUES   EMPLY COORD MECHNSM/REQ       5    9.2000000    2.9154759    3.0000000    10.0000000
R44QUES   DEVLP SUBORDINATES/REQ        5    8.6000000    2.1679483    5.0000000    10.0000000
R45QUES   UNDRSTND ROLE CO & XO/REQ     5    9.0000000    0.5477226    9.0000000    10.0000000
R46QUES   FROM INNOVT & RISK BHVR/REQ   5    8.2000000    2.0493902    5.0000000    10.0000000
R50QUES   MANAGE LABOR RELATIONS/REQ    5    6.0000000    2.9154759    1.0000000     8.0000000
R51QUES   MANG MULTI-CULT DIVRSTY/REQ   5    6.0000000    3.4641016            0     8.0000000
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POSITION = DIR

Variable  Label                         N        Mean        Std Dev      Minimum      Maximum

R35QUES   IMPOW IND & WORK GRP/REQ      76    8.8815789    1.2432978    5.0000000    10.0000000
R37QUES   BUILDING TRUST/REQ           76    9.2236842    1.1500572    5.0000000    10.0000000
R38QUES   MANAGING CHANGE/REQ          76    9.0657895    1.1813611    6.0000000    10.0000000
R39QUES   MANAGING CONFLICT/REQ        76    9.1578947    1.0660865    6.0000000    10.0000000
R40QUES   BUILDING TEAMWORK/REQ        76    9.0789474    1.1403293    6.0000000    10.0000000
R41QUES   DEVLP POS ORGAN CLIMAT/REQ   76    9.2894737    0.9772859    7.0000000    10.0000000
R42QUES   MOTIVATING PEOPLE/REQ        76    9.2763158    1.0145434    6.0000000    10.0000000
R43QUES   EMPLY COORD MECHNSM/REQ      76    8.6710526    1.1241371    6.0000000    10.0000000
R44QUES   DEVLP SUBORDINATES/REQ       76    9.0657895    0.6625193    6.0000000    10.0000000
R45QUES   UNDRSTND ROLE CO & XO/REQ    76    8.9605263    1.1482252    5.0000000    10.0000000
R46QUES   FROM INNOVT & RISK BHVR/REQ  76    8.6315789    1.3549131    5.0000000    10.0000000
R50QUES   MANAGE LABOR RELATIONS/REQ   76    7.4736842    2.3178938            0    10.0000000
R51QUES   MANG MULTI-CULT DIVRSTY/REQ  76    8.0000000    2.0396078            0    10.0000000
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POSITION = OTHER

Variable  Label                          N          Mean       Std Dev       Minimum       Maximum
--------------------------------------------------------------------------------------------------------
R35QUES   IMPOWR IND & WORK GRP/REQ      41     8.7560976     1.7143583     3.0000000    10.0000000
R37QUES   BUILDING TRUST/REQ             41     5.2439024     1.5751622     5.0000000    10.0000000
R38QUES   MANAGING CHANGE/REQ            41     5.2439024     1.0193255     6.0000000    10.0000000
R39QUES   MANAGING CONFLICT/REQ          41     9.0975610     1.4283711     4.0000000    10.0000000
R40QUES   BUILDING TEAMWORK/REQ          41     9.2250000     1.1654756     4.0000000    10.0000000
R41QUES   DEVLP POS ORGAN CLIMAT/REQ     41     9.1707317     1.1597939     6.0000000    10.0000000
R42QUES   MOTIVATING PEOPLE/REQ          41     9.0487805     1.7168462     2.0000000    10.0000000
R43QUES   EMPLY COORD MECHNSM/REQ        41     8.8048780     1.4869350     2.0000000    10.0000000
R44QUES   DEVLP SUBORDINATES/REQ         41     8.8756098     1.5888330     4.0000000    10.0000000
R45QUES   UNDRSTND ROLE CO & XO/REQ      41     8.5121951     2.0990706     2.0000000    10.0000000
R46QUES   PROM INNOVT & RISK BHVR/REQ    41     8.7804878     1.3695290     4.0000000    10.0000000
R50QUES   MANAGE LABOR RELATIONS/REQ     41     7.2682927     2.5002439     0             10.0000000
R51QUES   MANG MULTI-CULT DIVRSTY/REQ    41     7.9512195     2.3340011     0             10.0000000
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POSITION = CO

Variable  Label                          N          Mean       Std Dev       Minimum       Maximum
--------------------------------------------------------------------------------------------------------
Q35DELTA  DELTA-IMPOWR IND & WORK GRP    28     0.4642857     0.9222443    -2.0000000     3.0000000
Q37DELTA  DELTA-BUILDING TRUST           28     0.6785714     1.0202967    -1.0000000     4.0000000
Q38DELTA  DELTA-MANAGING CHANGE          28     0.7500000     1.4043583    -2.0000000     6.0000000
Q39DELTA  DELTA-MANAGING CONFLICT        28     1.3214286     1.5166623     0             6.0000000
Q40DELTA  DELTA-BUILDING TEAMWORK        28     0.8214286     1.2488090    -2.0000000     4.0000000
Q41DELTA  DELTA-DEVLP POS ORGAN CLIMAT   28     0.9285714     1.2149858    -1.0000000     4.0000000
Q42DELTA  DELTA-MOTIVATING PEOPLE        28     1.1785714     1.6567163    -2.0000000     6.0000000
Q43DELTA  DELTA-EMPLY COORD MECHNSM      28     0.5357143     1.5513559    -4.0000000     4.0000000
Q44DELTA  DELTA-DEVLP SUBORDINATES       28     0.6785714     1.0202967    -1.0000000     3.0000000
Q45DELTA  DELTA-UNDRSTND ROLE CO & XO    28     0.7857143     1.1007453     0             4.0000000
Q46DELTA  DELTA-PROM INNOVT & RISK BHVR  28     0.6785714     1.1564176    -1.0000000     3.0000000
Q50DELTA  DELTA-MANAGE LABOR RELATIONS   27     1.5925926     3.3427218    -5.0000000     7.0000000
Q51DELTA  DELTA-MANG MULTI-CULT DIVRSTY  28     0.5000000     1.7533038    -4.0000000     3.0000000
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POSITION = XO

Variable  Label                          N          Mean       Std Dev       Minimum       Maximum
--------------------------------------------------------------------------------------------------------
Q35DELTA  DELTA-IMPOWR IND & WORK GRP    31     0.9032258     1.5139812    -3.0000000     4.0000000
Q37DELTA  DELTA-BUILDING TRUST           31     0.8387097     1.4854129    -4.0000000     4.0000000
Q38DELTA  DELTA-MANAGING CHANGE          31     1.0967742     1.3748900    -3.0000000     4.0000000
Q39DELTA  DELTA-MANAGING CONFLICT        31     1.1612903     1.6552296    -3.0000000     5.0000000
Q40DELTA  DELTA-BUILDING TEAMWORK        31     1.0967742     1.5352489    -3.0000000     4.0000000
Q41DELTA  DELTA-DEVLP POS ORGAN CLIMAT   31     1.1290323     1.3100111    -3.0000000     4.0000000
Q42DELTA  DELTA-MOTIVATING PEOPLE        31     1.3548387     1.7990440    -3.0000000     5.0000000
Q43DELTA  DELTA-EMPLY COORD MECHNSM      31     1.1612903     1.3440430    -2.0000000     4.0000000
Q44DELTA  DELTA-DEVLP SUBORDINATES       31     1.2903226     1.6969295    -2.0000000     5.0000000
Q45DELTA  DELTA-UNDRSTND ROLE CO & XO    31     1.2903226     2.4347776    -2.0000000     4.0000000
Q46DELTA  DELTA-PROM INNOVT & RISK BHVR  31     0.9677419     1.3287556    -2.0000000     4.0000000
Q50DELTA  DELTA-MANAGE LABOR RELATIONS   31     2.0322581     2.3307205    -3.0000000     7.0000000
Q51DELTA  DELTA-MANG MULTI-CULT DIVRSTY  31     0.2903226     1.5533523    -4.0000000     3.0000000
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POSITION = DH

Variable  Label                          N          Mean       Std Dev       Minimum       Maximum
--------------------------------------------------------------------------------------------------------
Q35DELTA  DELTA-IMPOWR IND & WORK GRP    25     0.7200000     1.8375709    -4.0000000     4.0000000
Q37DELTA  DELTA-BUILDING TRUST           25     0.7200000     1.5143756    -3.0000000     4.0000000
Q38DELTA  DELTA-MANAGING CHANGE          25     0.9200000     1.6309506    -3.0000000     4.0000000
Q39DELTA  DELTA-MANAGING CONFLICT        25     1.6400000     2.2338308    -3.0000000     9.0000000
Q40DELTA  DELTA-BUILDING TEAMWORK        25     0.8800000     1.7635192    -3.0000000     5.0000000
Q41DELTA  DELTA-DEVLP POS ORGAN CLIMAT   25     0.8400000     2.0141168    -4.0000000     5.0000000
Q42DELTA  DELTA-MOTIVATING PEOPLE        25     1.6000000     1.8484228    -4.0000000     5.0000000
Q43DELTA  DELTA-EMPLY COORD MECHNSM      25     1.3600000     1.6299284    -4.0000000     5.0000000
Q44DELTA  DELTA-DEVLP SUBORDINATES       25     0.8000000     1.5470402    -5.0000000     4.0000000
Q45DELTA  DELTA-UNDRSTND ROLE CO & XO    25     2.0800000     3.3393415    -5.0000000    10.0000000
Q46DELTA  DELTA-PROM INNOVT & RISK BHVR  25     0.8800000     2.0273135    -4.0000000     6.0000000
Q50DELTA  DELTA-MANAGE LABOR RELATIONS   25     2.0800000     3.7161808    -4.0000000     9.0000000
Q51DELTA  DELTA-MANG MULTI-CULT DIVRSTY  25     0.6000000     1.6583124    -4.0000000     4.0000000
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POSITION = OPS

Variable   Label                              N        Mean         Std Dev       Minimum        Maximum
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Q35DELTA   DELTA-IMPOWR IND & WORK GRP         5     2.4000000     1.8165902              0      4.0000000
Q37DELTA   DELTA-BUILDING TRUST                5     0.4000000     0.8944272              0      2.0000000
Q38DELTA   DELTA-MANAGING CHANGE               5     1.8000000     1.7888544              0      4.0000000
Q39DELTA   DELTA-MANAGING CONFLICT             5     1.2000000     2.9495762     -4.0000000      3.0000000
Q40DELTA   DELTA-BUILDING TEAMWORK             5     1.2000000     3.0331502     -2.0000000      6.0000000
Q41DELTA   DELTA-DEVLP POS ORGAN CLIMAT        5     2.2000000     1.4832397              0      4.0000000
Q42DELTA   DELTA-MOTIVATING PEOPLE             5     2.0000000     1.8708287              0      5.0000000
Q43DELTA   DELTA-EMPLY COORD MECHNSM           5     1.4000000     3.6470768     -4.0000000      6.0000000
Q44DELTA   DELTA-DEVLP SUBORDINATES            5     0.6000000     1.9493589     -2.0000000      3.0000000
Q45DELTA   DELTA-UNDRSTND ROLE CO & XO         5     4.2000000     2.7748874              0      7.0000000
Q46DELTA   DELTA-PROM INNOVT & RISK BHVR       5     1.8000000     2.9495762     -3.0000000      5.0000000
Q50DELTA   DELTA-MANAGE LABOR RELATIONS        5     4.2000000     2.8832816              0      7.0000000
Q51DELTA   DELTA-MANG MULTI-CULT DIVRSTY       5    -0.2000000     5.1672043     -9.0000000      4.0000000
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POSITION = DIR

Variable   Label                              N        Mean         Std Dev       Minimum        Maximum
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Q35DELTA   DELTA-IMPOWR IND & WORK GRP        76     1.0657895     1.8281906     -2.0000000      7.0000000
Q37DELTA   DELTA-BUILDING TRUST               76     0.9342105     1.3984327     -2.0000000      4.0000000
Q38DELTA   DELTA-MANAGING CHANGE              76     1.0394737     1.5270083     -3.0000000      6.0000000
Q39DELTA   DELTA-MANAGING CONFLICT            76     1.2894737     1.5476071     -2.0000000      5.0000000
Q40DELTA   DELTA-BUILDING TEAMWORK            76     1.0263158     1.5745788     -3.0000000      5.0000000
Q41DELTA   DELTA-DEVLP POS ORGAN CLIMAT       76     1.2763158     1.6701192     -3.0000000      6.0000000
Q42DELTA   DELTA-MOTIVATING PEOPLE            76     1.3026316     1.5320551     -2.0000000      6.0000000
Q43DELTA   DELTA-EMPLY COORD MECHNSM          76     1.2500000     1.7597348     -3.0000000      6.0000000
Q44DELTA   DELTA-DEVLP SUBORDINATES           76     0.9868421     1.4467750     -2.0000000      5.0000000
Q45DELTA   DELTA-UNDRSTND ROLE CO & XO        76     1.2894737     1.7267757     -2.0000000      6.0000000
Q46DELTA   DELTA-PROM INNOVT & RISK BHVR      76     1.0657895     1.6357304     -3.0000000      5.0000000
Q50DELTA   DELTA-MANAGE LABOR RELATIONS       76     2.3157895     2.7094492     -6.0000000      9.0000000
Q51DELTA   DELTA-MANG MULTI-CULT DIVRSTY      76     0.9078947     1.8986145     -5.0000000      7.0000000
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POSITION = OTHER

Variable   Label                              N        Mean         Std Dev       Minimum        Maximum
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Q35DELTA   DELTA-IMPOWR IND & WORK GRP        41     0.4390244     1.9980742     -5.0000000      5.0000000
Q37DELTA   DELTA-BUILDING TRUST               41     0.4390244     1.4326336     -4.0000000      4.0000000
Q38DELTA   DELTA-MANAGING CHANGE              41     0.8536585     1.4240958     -1.0000000      5.0000000
Q39DELTA   DELTA-MANAGING CONFLICT            41     1.2439024     2.0097324     -4.0000000      5.0000000
Q40DELTA   DELTA-BUILDING TEAMWORK            40     0.6750000     1.3085028     -3.0000000      4.0000000
Q41DELTA   DELTA-DEVLP POS ORGAN CLIMAT       41     0.6585366     1.2571745     -2.0000000      4.0000000
Q42DELTA   DELTA-MOTIVATING PEOPLE            41     0.7073171     1.4007838     -4.0000000      4.0000000
Q43DELTA   DELTA-EMPLY COORD MECHNSM          41     1.1707317     1.8425857     -4.0000000      6.0000000
Q44DELTA   DELTA-DEVLP SUBORDINATES           41     0.7560976     1.6700372     -4.0000000      5.0000000
Q45DELTA   DELTA-UNDRSTND ROLE CO & XO        41     1.1707317     2.0732917     -8.0000000      8.0000000
Q46DELTA   DELTA-PROM INNOVT & RISK BHVR      41     0.9268293     1.7086580     -4.0000000      5.0000000
Q50DELTA   DELTA-MANAGE LABOR RELATIONS       41     2.6585366     3.2296266     -7.0000000      8.0000000
Q51DELTA   DELTA-MANG MULTI-CULT DIVRSTY      41     0.7073172     2.6480550     -9.0000000      6.0000000
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LESS THAN OR EQUAL TO 5 YRS IN A MANAGERIAL POSITION

Variable   Label                              N        Mean         Std Dev       Minimum        Maximum
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C35QUES    IMPOWR IND & WORK GRP/CUR          83     7.6144578     1.9370038      2.0000000     10.0000000
C37QUES    BUILDING TRUST/CUR                 83     8.3975904     1.2777625      5.0000000     10.0000000
C38QUES    MANAGING CHANGE/CUR                83     8.0963855     1.3758763      4.0000000     10.0000000
C39QUES    MANAGING CONFLICT/CUR              83     7.6506024     1.7067565      1.0000000     10.0000000
C40QUES    BUILDING TEAMWORK/CUR              82     8.0975610     1.5524553      3.0000000     10.0000000
C41QUES    DEVLP POS ORGAN CLIMAT/CUR         83     8.0120482     1.4524494      5.0000000     10.0000000
C42QUES    MOTIVATING PEOPLE/CUR              83     7.9313253     1.4635346      4.0000000     10.0000000
C43QUES    EMPLY COORD MECHNSM/CUR            83     6.9879518     1.7143154      3.0000000     10.0000000
C44QUES    DEVLP SUBORDINATES/CUR             83     7.9518072     1.5687778      3.0000000     10.0000000
C45QUES    UNDRSTND ROLE CO & XO/CUR          83     6.7590361     2.1785560              0     10.0000000
C46QUES    PROM INNOVT & RISK BHVR/CUR        83     7.4819277     1.7967548      3.0000000     10.0000000
C50QUES    MANAGE LABOR RELATIONS/CUR         83     3.8313253     2.2943158              0     10.0000000
C51QUES    MANG MULTI-CULT DIVRSTY/CUR        83     6.9036145     1.9730777      2.0000000     10.0000000
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MORE THAN 5 BUT LESS THAN OR EQUAL TO 10 YRS IN A MANAGERIAL POSITION

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
C35QUES	IMPOWR IND & WORK GRP/CUR	59	8.1186441	1.6090771	2.0000000	10.0000000
C37QUES	BUILDING TRUST/CUR	59	8.3728814	1.5413642	4.0000000	10.0000000
C38QUES	MANAGING CHANGE/CUR	59	8.0000000	1.7220677	3.0000000	10.0000000
C39QUES	MANAGING CONFLICT/CUR	59	7.7118644	1.6922832	3.0000000	10.0000000
C40QUES	BUILDING TEAMWORK/CUR	59	8.1186441	1.5656303	4.0000000	10.0000000
C41QUES	DEVLP POS ORGAN CLIMAT/CUR	59	8.1355932	1.5915469	4.0000000	10.0000000
C42QUES	MOTIVATING PEOPLE/CUR	59	8.0847458	1.5897098	4.0000000	10.0000000
C43QUES	EMPLY COORD MECHNSM/CUR	59	7.4406780	1.5895259	4.0000000	10.0000000
C44QUES	DEVLP SUBORDINATES/CUR	59	8.1694915	1.2751273	5.0000000	10.0000000
C45QUES	UNDRSTND ROLE CO & XO/CUR	59	7.7627119	1.8131605	2.0000000	10.0000000
C46QUES	PROM INNOVT & RISK BHVR/CUR	59	7.6440678	1.7096351	2.0000000	10.0000000
C50QUES	MANAGE LABOR RELATIONS/CUR	59	5.1186441	2.4571131	0	10.0000000
C51QUES	MANG MULTI-CULT DIVRSTY/CUR	59	7.1694915	1.7729047	3.0000000	10.0000000

MORE THAN 10 BUT LESS THAN OR EQUAL TO 15 YRS IN A MANAGERIAL POSITION

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
C35QUES	IMPOWR IND & WORK GRP/CUR	37	8.4594595	1.2603922	5.0000000	10.0000000
C37QUES	BUILDING TRUST/CUR	37	8.7567568	1.1644122	6.0000000	10.0000000
C38QUES	MANAGING CHANGE/CUR	37	8.3513514	1.2296390	6.0000000	10.0000000
C39QUES	MANAGING CONFLICT/CUR	37	8.1351351	1.4937306	5.0000000	10.0000000
C40QUES	BUILDING TEAMWORK/CUR	37	8.6756757	1.2704779	6.0000000	10.0000000
C41QUES	DEVLP POS ORGAN CLIMAT/CUR	37	8.6486486	1.1109610	6.0000000	10.0000000
C42QUES	MOTIVATING PEOPLE/CUR	37	8.4594595	1.1924437	5.0000000	10.0000000
C43QUES	EMPLY COORD MECHNSM/CUR	37	8.1621622	1.1669884	6.0000000	10.0000000
C44QUES	DEVLP SUBORDINATES/CUR	37	8.5675676	1.2369438	5.0000000	10.0000000
C45QUES	UNDRSTND ROLE CO & XO/CUR	37	8.5675676	1.0939363	6.0000000	10.0000000
C46QUES	PROM INNOVT & RISK BHVR/CUR	37	8.0000000	1.5092309	4.0000000	10.0000000
C50QUES	MANAGE LABOR RELATIONS/CUR	36	6.1388889	1.8229141	3.0000000	10.0000000
C51QUES	MANG MULTI-CULT DIVRSTY/CUR	37	7.5675676	1.6734098	3.0000000	10.0000000

MORE THAN 15 YRS IN A MANAGERIAL POSITION

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
C35QUES	IMPOWR IND & WORK GRP/CUR	28	8.6071429	1.0306160	6.0000000	10.0000000
C37QUES	BUILDING TRUST/CUR	28	9.2500000	0.7515416	8.0000000	10.0000000
C38QUES	MANAGING CHANGE/CUR	28	8.8571429	0.9315175	7.0000000	10.0000000
C39QUES	MANAGING CONFLICT/CUR	28	8.4642857	1.1700631	6.0000000	10.0000000
C40QUES	BUILDING TEAMWORK/CUR	28	8.9642857	0.9322413	7.0000000	10.0000000
C41QUES	DEVLP POS ORGAN CLIMAT/CUR	28	8.8214286	0.9449112	7.0000000	10.0000000
C42QUES	MOTIVATING PEOPLE/CUR	28	8.3928571	1.4230714	4.0000000	10.0000000
C43QUES	EMPLY COORD MECHNSM/CUR	28	8.1785714	1.3622849	5.0000000	10.0000000
C44QUES	DEVLP SUBORDINATES/CUR	28	8.6428571	1.0959280	5.0000000	10.0000000
C45QUES	UNDRSTND ROLE CO & XO/CUR	28	8.8571429	1.2084360	6.0000000	10.0000000
C46QUES	PROM INNOVT & RISK BHVR/CUR	28	8.4285714	1.2301331	6.0000000	10.0000000
C50QUES	MANAGE LABOR RELATIONS/CUR	28	6.0000000	3.2659963	0	10.0000000
C51QUES	MANG MULTI-CULT DIVRSTY/CUR	28	8.1428571	1.5803020	4.0000000	10.0000000

LESS THAN OR EQUAL TO 5 YRS IN A MANAGERIAL POSITION

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
R35QUES	IMPOWR IND & WORK GRP/REQ	83	8.7951807	1.4713445	2.0000000	10.0000000
R37QUES	BUILDING TRUST/REQ	83	9.2048193	1.1126658	5.0000000	10.0000000
R38QUES	MANAGING CHANGE/REQ	83	9.0602410	1.0971070	6.0000000	10.0000000
R39QUES	MANAGING CONFLICT/REQ	83	9.1084337	1.1154355	5.0000000	10.0000000
R40QUES	BUILDING TEAMWORK/REQ	82	9.0853659	1.1461284	5.0000000	10.0000000
R41QUES	DEVLP POS ORGAN CLIMAT/REQ	83	9.2891566	0.9043273	7.0000000	10.0000000
R42QUES	MOTIVATING PEOPLE/REQ	83	9.3012048	0.9593562	6.0000000	10.0000000
R43QUES	EMPLY COORD MECHNSM/REQ	83	8.5421687	1.3370992	3.0000000	10.0000000
R44QUES	DEVLP SUBORDINATES/REQ	83	9.0722892	1.1019178	5.0000000	10.0000000
R45QUES	UNDRSTND ROLE CO & XO/REQ	83	8.9638554	1.2341244	3.0000000	10.0000000
R46QUES	PROM INNOVT & RISK BHVR/REQ	83	8.6385542	1.2952989	5.0000000	10.0000000
R50QUES	MANAGE LABOR RELATIONS/REQ	82	7.2048193	2.0763420	0	10.0000000
R51QUES	MANG MULTI-CULT DIVRSTY/REQ	83	7.8192771	2.0311272	0	10.0000000

MORE THAN 5 BUT LESS THAN OR EQUAL TO 10 YRS IN A MANAGERIAL POSITION

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
R35QUES	IMPOWR IND & WORK GRP/REQ	58	8.8965517	1.2522213	6.0000000	10.0000000
R37QUES	BUILDING TRUST/REQ	58	9.1724138	1.0783016	6.0000000	10.0000000
R38QUES	MANAGING CHANGE/REQ	58	9.0517241	1.0500294	6.0000000	10.0000000
R39QUES	MANAGING CONFLICT/REQ	58	8.9655172	1.3240755	4.0000000	10.0000000
R40QUES	BUILDING TEAMWORK/REQ	58	9.1724138	1.0619071	6.0000000	10.0000000
R41QUES	DEVLP POS ORGAN CLIMAT/REQ	58	9.2068966	1.0883533	6.0000000	10.0000000
R42QUES	MOTIVATING PEOPLE/REQ	58	9.1379310	1.1462073	6.0000000	10.0000000
R43QUES	EMPLY COORD MECHNSM/REQ	58	8.6379310	1.0873402	6.0000000	10.0000000
R44QUES	DEVLP SUBORDINATES/REQ	58	8.9827586	1.2908773	4.0000000	10.0000000
R45QUES	UNDRSTND ROLE CO & XO/REQ	58	9.0000000	1.3377121	5.0000000	10.0000000
R46QUES	PROM INNOVT & RISK BHVR/REQ	58	8.7241379	1.2675865	6.0000000	10.0000000
R50QUES	MANAGE LABOR RELATIONS/REQ	58	7.5862069	2.2944210	0	10.0000000
R51QUES	MANG MULTI-CULT DIVRSTY/REQ	58	8.1034483	1.7238233	2.0000000	10.0000000

MORE THAN 10 BUT LESS THAN OR EQUAL TO 15 YRS IN A MANAGERIAL POSITION

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
R35QUES	IMPOWR IND & WORK GRP/REQ	37	9.0000000	1.5456031	3.0000000	10.0000000
R37QUES	BUILDING TRUST/REQ	37	9.6486486	0.9491580	5.0000000	10.0000000
R38QUES	MANAGING CHANGE/REQ	37	9.4594595	0.8690542	7.0000000	10.0000000
R39QUES	MANAGING CONFLICT/REQ	37	9.4864865	0.9012837	6.0000000	10.0000000
R40QUES	BUILDING TEAMWORK/REQ	37	9.6486486	0.6756156	8.0000000	10.0000000
R41QUES	DEVLP POS ORGAN CLIMAT/REQ	37	9.5135135	1.3462215	3.0000000	10.0000000
R42QUES	MOTIVATING PEOPLE/REQ	37	9.4864865	1.1695588	4.0000000	10.0000000
R43QUES	EMPLY COORD MECHNSM/REQ	37	8.6648649	1.2055926	6.0000000	10.0000000
R44QUES	DEVLP SUBORDINATES/REQ	37	9.4054054	1.0918755	5.0000000	10.0000000
R45QUES	UNDRSTND ROLE CO & XO/REQ	37	9.0810811	1.9347463	2.0000000	10.0000000
R46QUES	PROM INNOVT & RISK BHVR/REQ	37	8.7297297	1.6774426	4.0000000	10.0000000
R50QUES	MANAGE LABOR RELATIONS/REQ	36	6.9166667	2.8822115	0	10.0000000
R51QUES	MANG MULTI-CULT DIVRSTY/REQ	37	7.9459459	2.6765021	0	10.0000000

MORE THAN 15 YRS IN A MANAGERIAL POSITION

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
R35QUES	IMPOWR IND & WORK GRP/REQ	28	8.7857143	1.6856067	3.0000000	10.0000000
R37QUES	BUILDING TRUST/REQ	28	9.4642857	1.1379690	5.0000000	10.0000000
R38QUES	MANAGING CHANGE/REQ	28	9.4642857	0.9993384	6.0000000	10.0000000
R39QUES	MANAGING CONFLICT/REQ	28	9.2857143	1.0490611	6.0000000	10.0000000
R40QUES	BUILDING TEAMWORK/REQ	28	9.3214286	1.4415416	4.0000000	10.0000000
R41QUES	DEVLP POS ORGAN CLIMAT/REQ	28	9.3571429	1.1615534	6.0000000	10.0000000
R42QUES	MOTIVATING PEOPLE/REQ	28	9.1071429	1.9877269	2.0000000	10.0000000
R43QUES	EMPLY COORD MECHNSM/REQ	28	8.4642857	1.8555651	2.0000000	10.0000000
R44QUES	DEVLP SUBORDINATES/REQ	28	9.0714286	1.4634501	4.0000000	10.0000000
R45QUES	UNDRSTND ROLE CO & XO/REQ	28	9.0357143	1.7101471	3.0000000	10.0000000
R46QUES	PROM INNOVT & RISK BHVR/REQ	28	8.8214286	1.2187903	6.0000000	10.0000000
R50QUES	MANAGE LABOR RELATIONS/REQ	28	6.8214286	2.8160068	0	10.0000000
R51QUES	MANG MULTI-CULT DIVRSTY/REQ	28	7.9642857	2.4717986	0	10.0000000

LESS THAN OR EQUAL TO 5 YRS IN A MANAGERIAL POSITION

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
Q35DELTA	DELTA-IMPOWR IND & WORK GRP	83	1.1807229	1.7884765	-2.0000000	7.0000000
Q37DELTA	DELTA-BUILDING TRUST	83	0.8072289	1.1524929	-1.0000000	4.0000000
Q38DELTA	DELTA-MANAGING CHANGE	83	0.9638554	1.4180525	-3.0000000	5.0000000
Q39DELTA	DELTA-MANAGING CONFLICT	83	1.4578313	1.8564404	-4.0000000	9.0000000
Q40DELTA	DELTA-BUILDING TEAMWORK	83	0.9879049	1.5752241	-1.0000000	6.0000000
Q41DELTA	DELTA-DEVLP POS ORGAN CLIMAT	83	1.2771084	1.4923647	-3.0000000	5.0000000
Q42DELTA	DELTA-MOTIVATING PEOPLE	83	1.4694795	1.5798838	-2.0000000	6.0000000
Q43DELTA	DELTA-EMPLY COORD MECHNSM	83	1.5542169	1.8951351	-4.0000000	6.0000000
Q44DELTA	DELTA-DEVLP SUBORDINATES	83	1.1204819	1.5491744	-2.0000000	5.0000000
Q45DELTA	DELTA-UNDRSTND ROLE CO & XO	83	2.2048193	2.2128176	-2.0000000	10.0000000
Q46DELTA	DELTA-PROM INNOVT & RISK BHVR	83	1.1566265	1.5340201	-3.0000000	9.0000000
Q50DELTA	DELTA-MANAGE LABOR RELATIONS	83	3.3734940	2.7082117	-5.0000000	9.0000000
Q51DELTA	DELTA-MANG MULTI-CULT DIVRSTY	83	0.9156627	2.0434596	-9.0000000	7.0000000

MORE THAN 5 BUT LESS THAN OR EQUAL TO 10 YRS IN A MANAGERIAL POSITION

Variable	Label	N	Mean	Std Dev	Minimum	Maximu
Q35DELTA	DELTA-IMPOWR IND & WORK GRP	58	0.8103448	1.7716767	-4.0000000	5.000000
Q37DELTA	DELTA-BUILDING TRUST	58	0.8275862	1.6663642	-3.0000000	4.000000
Q38DELTA	DELTA-MANAGING CHANGE	58	1.0862069	1.8380432	-4.0000000	6.000000
Q39DELTA	DELTA-MANAGING CONFLICT	58	1.2931034	1.8732524	-4.0000000	6.000000
Q40DELTA	DELTA-BUILDING TEAMWORK	58	1.0862069	1.6467350	-3.0000000	6.000000
Q41DELTA	DELTA-DEVLP POS ORGAN CLIMAT	58	1.1034483	1.7540895	-4.0000000	5.000000
Q42DELTA	DELTA-MOTIVATING PEOPLE	58	1.0862069	1.7500324	-4.0000000	6.000000
Q43DELTA	DELTA-EMPLY COORD MECHNSM	58	1.2413793	1.5928607	-2.0000000	6.000000
Q44DELTA	DELTA-DEVLP SUBORDINATES	58	0.8448276	1.6415838	-5.0000000	5.000000
Q45DELTA	DELTA-UNDRSTND ROLE CO & XO	58	1.2758621	2.2067926	-4.0000000	6.000000
Q46DELTA	DELTA-PROM INNOVT & RISK BHVR	58	1.1206897	1.8455978	-4.0000000	6.000000
Q50DELTA	DELTA-MANAGE LABOR RELATIONS	58	2.5517241	2.4650000	-5.0000000	8.000000
Q51DELTA	DELTA-MANG MULTI-CULT DIVRSTY	58	0.9827586	1.9055908	-6.0000000	6.000000

MORE THAN 10 BUT LESS THAN OR EQUAL TO 15 YRS IN A MANAGERIAL POSITION

Variable	Label	N	Mean	Std Dev	Minimum	Maximu
Q35DELTA	DELTA-IMPOWR IND & WORK GRP	37	0.5405405	1.6430763	-5.0000000	5.000000
Q37DELTA	DELTA-BUILDING TRUST	37	0.8918919	1.5052461	-4.0000000	4.000000
Q38DELTA	DELTA-MANAGING CHANGE	37	1.1081081	1.2863338	-2.0000000	3.000000
Q39DELTA	DELTA-MANAGING CONFLICT	37	1.3513514	1.6868151	-3.0000000	5.000000
Q40DELTA	DELTA-BUILDING TEAMWORK	37	0.9729730	1.3639503	-2.0000000	3.000000
Q41DELTA	DELTA-DEVLP POS ORGAN CLIMAT	37	0.8648649	1.5304713	-4.0000000	5.000000
Q42DELTA	DELTA-MOTIVATING PEOPLE	37	1.0270270	1.5181584	-4.0000000	5.000000
Q43DELTA	DELTA-EMPLY COORD MECHNSM	37	0.7027027	1.3694712	-2.0000000	4.000000
Q44DELTA	DELTA-DEVLP SUBORDINATES	37	0.8378378	1.4046256	-2.0000000	4.000000
Q45DELTA	DELTA-UNDRSTND ROLE CO & XO	37	0.5135135	2.0766108	-8.0000000	4.000000
Q46DELTA	DELTA-PROM INNOVT & RISK BHVR	37	0.7297297	1.7102412	-4.0000000	4.000000
Q50DELTA	DELTA-MANAGE LABOR RELATIONS	36	0.7777778	3.1812945	-7.0000000	7.000000
Q51DELTA	DELTA-MANG MULTI-CULT DIVRSTY	37	0.1891892	2.3314020	-9.0000000	4.000000

MORE THAN 15 YRS IN A MANAGERIAL POSITION

Variable	Label	N	Mean	Std Dev	Minimum	Maximu
Q35DELTA	DELTA-IMPOWR IND & WORK GRP	28	0.1785714	1.4670093	-4.0000000	3.000000
Q37DELTA	DELTA-BUILDING TRUST	28	0.2142857	1.0665675	-4.0000000	2.000000
Q38DELTA	DELTA-MANAGING CHANGE	28	0.6071429	0.9940298	-3.0000000	2.000000
Q39DELTA	DELTA-MANAGING CONFLICT	28	0.8214286	1.3622849	-3.0000000	4.000000
Q40DELTA	DELTA-BUILDING TEAMWORK	28	0.3571429	1.3392725	-3.0000000	2.000000
Q41DELTA	DELTA-DEVLP POS ORGAN CLIMAT	28	0.5357143	1.1049432	-3.0000000	2.000000
Q42DELTA	DELTA-MOTIVATING PEOPLE	28	0.7142857	1.4871584	-4.0000000	4.000000
Q43DELTA	DELTA-EMPLY COORD MECHNSM	28	0.2857143	1.7182494	-4.0000000	4.000000
Q44DELTA	DELTA-DEVLP SUBORDINATES	28	0.4285714	1.1031461	-2.0000000	2.000000
Q45DELTA	DELTA-UNDRSTND ROLE CO & XO	28	0.1785714	1.5882339	-6.0000000	3.000000
Q46DELTA	DELTA-PROM INNOVT & RISK BHVR	28	0.3928571	1.1968875	-2.0000000	2.000000
Q50DELTA	DELTA-MANAGE LABOR RELATIONS	28	0.8214286	3.2094025	-4.0000000	4.000000
Q51DELTA	DELTA-MANG MULTI-CULT DIVRSTY	28	-0.1785714	2.0009918	-4.0000000	4.000000

APPENDIX K

SURVEY DEMOGRAPHICS AND GRAPHED
AGGREGATE MEANS BY CORPS FOR THOSE
RESPONDENTS WITH NO SHORT COURSE EXPERIENCE

| CORPS	Frequency	Percent	Pooled Sample Percentages
Medical	65	31.4	32.4
Dental	30	14.5	20.4
Medical Service-HCA	45	21.7	19.5
Medical Service-AH	15	7.2	6.3
Nurse	19	9.2	10.5
Did Not Indicate	33	15.9	10.9

N = 207

NO SHORT COURSE EXPERIENCE
BY DESIGNATOR
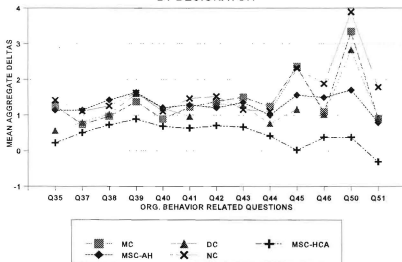
Mean Aggregate Deltas by Designator for Respondents with no
Short Course Experience

NO SHORT COURSE EXPERIENCE
BY DESIGNATOR

Mean Current Skills (Aggregate) by Designator for Respondents
with no Short Course Experience

NO SHORT COURSE EXPERIENCE
BY DESIGNATOR

MEAN REQUIRED SKILLS (AGGREGATE)

ORG. BEHAVIOR RELATED QUESTIONS

Legend: MC, MSC-AH, DC, NC, MSC-HCA
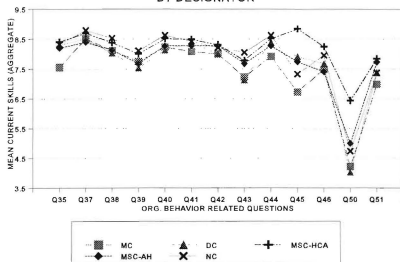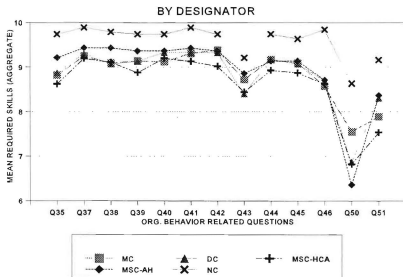
Mean Required Skills (Aggregate) by Designator for Respondents
with no Short Course Experience

APPENDIX L

SURVEY DEMOGRAPHICS AND GRAPHED
AGGREGATE MEANS BY RANK FOR THOSE
RESPONDENTS WITH NO SHORT COURSE EXPERIENCE

RANK	Frequency	Percent	Pooled Sample Percentages
Admiral	0	0	2.1
Captain	100	48.3	65.5
Commander	53	25.6	20.2
Lieutenant Commander	42	20.3	9.2
Other	10	4.8	2.3
Did not indicate	2	1.0	.6

N = 207

NO SHORT COURSE EXPERIENCE
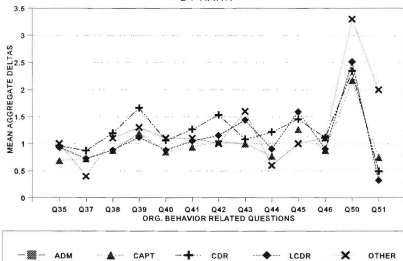
BY RANK

Aggregate Deltas by Rank for Respondents with no Short
Course Experience

NO SHORT COURSE EXPERIENCE

BY RANK

Mean Current Skills (Aggregate) by Rank for Respondents with
no Short Course Experience

NO SHORT COURSE EXPERIENCE

BY RANK

| MEAN REQUIRED SKILLS (AGGREGATE) | ORG. BEHAVIOR RELATED QUESTIONS |

Legend: ADM — CAPT — CDR — LCDR — OTHER
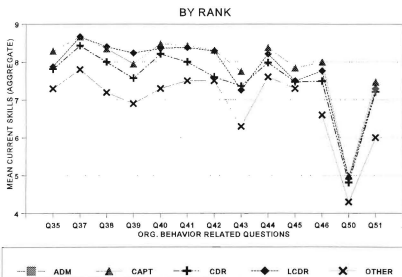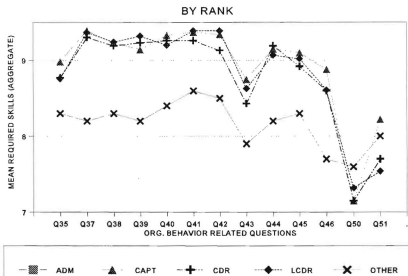
Mean Required Skills (Aggregate) by Rank for Respondents
with no Short Course Experience

APPENDIX M

SURVEY DEMOGRAPHICS AND GRAPHED
AGGREGATE MEANS BY ORGANIZATIONAL POSITION FOR
THOSE RESPONDENTS WITH NO SHORT COURSE EXPERIENCE

Organizational Position	Frequency	Percent	Pooled Sample Percentages
Commanding Officer (CO)	28	13.5	20.4
Executive Officer (XO)	31	15.0	15.1
Director (DIR)	76	36.7	29.4
Department Head (DH)	25	12.1	9.2
Operational Forces (OPS)	5	2.4	3.4
Other	42	20.3	22.5

N = 207

NO SHORT COURSE EXPERIENCE
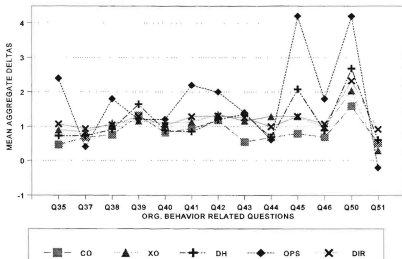
BY POSITION HELD

Aggregate Deltas by Position Held for Respondents with no
Short Course Experience

NO SHORT COURSE EXPERIENCE

BY POSITION HELD

Mean Current Skills (Aggregate) by Position Held for
Respondents with no Short Course Experience

NO SHORT COURSE EXPERIENCE
BY POSITION HELD

Legend:
- CO
- OPS
- XO
- DIR
- DH
- OTHER
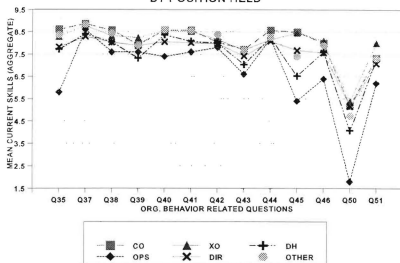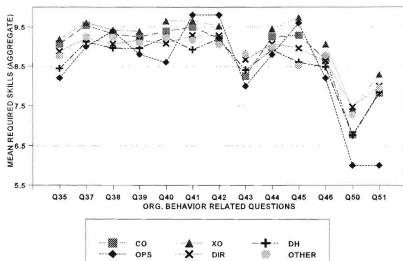
Mean Required Skills (Aggregate) by Position Held for
Respondents with no Short Course Experience

APPENDIX N

SURVEY DEMOGRAPHICS AND GRAPHED
AGGREGATE MEANS BY YEARS IN A MANAGERIAL POSITION
FOR THOSE RESPONDENTS WITH NO SHORT COURSE EXPERIENCE

Years in a Managerial Position	Frequency	Percent	Pooled Sample Percentages
Less than or equal to 5	83	40.1	30.9
More than 5 but less than or equal to 10	59	28.5	36.3
More than 10 but less than or equal to 15	37	17.9	16.6
More than 15	28	13.5	16.6

N = 207
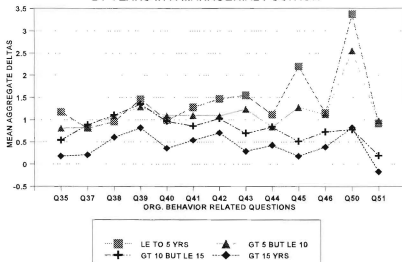
184

NO SHORT COURSE EXPERIENCE

BY YEARS IN A MANAGERIAL POSITION

Legend:
- LE TO 5 YRS
- GT 5 BUT LE 10
- GT 10 BUT LE 15
- GT 15 YRS

Aggregate Deltas by Years in a Managerial Position for those
Respondents with no Short Course Experience

NO SHORT COURSE EXPERIENCE
BY YEARS IN A MANAGERIAL POSITION

Mean Current Skills (Aggregate) by Years in a Managerial
Position for those Respondents with no Short Course
Experience

NO SHORT COURSE EXPERIENCE
BY YEARS IN A MANAGERIAL POSITION

Chart with Y-axis labeled "MEAN REQUIRED SKILLS (AGGREGATE)" ranging from 6.5 to 10, and X-axis labeled "ORG. BEHAVIOR RELATED QUESTIONS" with values Q35, Q37, Q38, Q39, Q40, Q41, Q42, Q43, Q44, Q45, Q46, Q50, Q51

Legend:
- LE TO 5 YRS
- GT 5 BUT LE 10
- GT 10 BUT LE 15
- GT 15 YRS
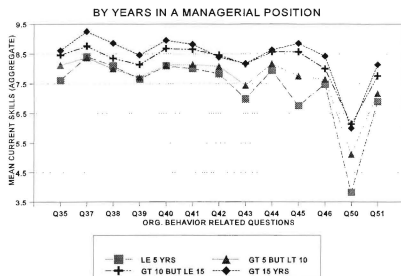
Mean Required Skills (Aggregate) by Years in a Managerial
Position for those Respondents with no Short Course
Experience

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